

Administrator Speeches 2007

Date	Subject		
<u>10/8/2007</u>	2007 APTA Annual Meeting Speech - Charlotte, NC		
<u>9/27/2007</u>	March of Dimes Transportation & Construction Luncheon - New York City		
<u>8/8/2007</u>	Texas Transportation Summit 2007		
<u>7/16/2007</u>	APTA Transit Board Members Seminar - Norfolk, VA		
<u>7/3/2007</u>	Portland State University Mall Ceremony		
<u>7/2/2007</u>	Reception - Monarch Hotel, Clackamas County		
<u>6/20/2007</u>	23rd Annual FTA Engineers' Meeting and Annual Oversight Meeting Attendees - Washington, DC		
<u>6/4/2007</u>	APTA Rail Conference - Toronto, Canada		
<u>5/27/2007</u>	CTAA Conference - Reno, NV		
<u>5/7/2007</u>	APTA Bus and Paratransit Conference - Nashville, TN		
<u>4/10/2007</u>	Taxi Summit: Providing Effective and Accessible Taxi Service		
<u>3/28/2007</u>	Northeast Passenger Transportation Conference Panel Discussion SAFETEA-LU: Successes and Future Challenges		
<u>3/27/2007</u>	Charles/MGH Station Dedication (Massachusetts General Hospital)		
<u>3/6/2007</u>	APTA Legislative Conference - Washington, DC		
<u>3/13/2007</u>	Amalgamated Transit Union Legislative Conference - Washington, DC		
<u>2/22/2007</u>	Washington Metropolitan Area Transit Authority Leadership in a Post 9-11 Security Environment		

Date	Subject	
<u>1/30/2007</u>	"FTA Kick Off" Reception at the National Center for Senior Transportation	
<u>1/5/2007</u>	Washington Metropolitan Transit Authority's Metro Transit Police Graduation Ceremony	

Washington Metropolitan Transit Authority's Metro Transit Police Graduation Ceremony

01-05-07

Washington, DC

Thank you, Captain Pavlik for that kind introduction. I did not know my introduction would be so long, as I did not see it in advance. For me, it was too long an introduction. I'm not sure if you know this, but in Washington, DC the more important you are, the shorter the introduction. Have you noticed when the President is introduced, all that is said is, "The President of the United States." In other words, the length of your introduction is inversely proportional to your importance. When I get back to the office I will shorten my bio just a bit!

It is a great honor to be here. Before I begin with my prepared remarks, I want to say that I took a look at the program and read something in the program that stated, "Strictly Business, Nothing Personal." I know it is a line in a movie and I had to wonder what it was doing in the program. Then, I found out that each graduating class forms their own motto. I would like to tell you what "Strictly Business, Nothing Personal" is about. I like really great movies. You may have heard of the movie "The Godfather." Michael Corleone, who is played by Al Pacino is sitting in a room with his brother, Sonny, played by James Caan. Their father had just been shot by some bad people (gangsters) and the murder was connected to a police captain who was corrupt and Michael Corleone suggested they make a hit; in other words murder, the police captain. Upon hearing this, Sonny stated, "That is personal, you can't do that." Michael replied, "No, it's strictly business, nothing personal." This group of police graduates is one group I would not want to tangle with!

On a more serious note, I was looking at all of the bios of the graduating class and there is a common thread that runs through the class, one of shared values: values that you get from your family, values that are instilled in you over a long period of time. In each one of these graduates, there is a shared culture of public service. I am just going to take a moment to go through each of the graduates' bios. Enroll Avant worked as Assistant Director of a program to meet the needs of children with disabilities. There is just one thing I pulled out from each that is the common thread to all of them. Clinton Burns was a math teacher and worked for the Drug Enforcement Agency. Robert Edenberg worked for the Transportation Security Administration. Ryan Harris graduated with a BA degree in government and politics. When you are in government and politics you are serving others. Denis Henley Jr. served in the U.S. Army

for 8 years and was involved in combat operations in Iraq. His mother, Mary Henley, was the first female police officer in Prince Georges County, MD. James Nance served in the U.S. Army for 4 years. Reginald Russell served in the U.S. Navy for 8 years. Zachary Welch graduated with a BS degree in Criminal Justice.

What all these folks have in common is a higher calling for the greater good of society. You don't see that much today in the newspapers and on television. You do not see what real America is about or what real leadership is about, the moral fiber that holds this country together. You do see that today in these graduates. As written in the Book of Luke, to serve others is true leadership. We should take a moment and applaud the families of these individuals. These are the people that helped create this great group.

It is truly an honor for me to be here today, on behalf of President Bush and Secretary Peters, speaking before you. Throughout my career in transportation, I have been continually impressed by the dedication, service, bravery, and professionalism displayed by transit police officers. WMATA transit police, under the leadership of Chief Polly Hansen, stands out as a leader in the elite community of law enforcement. As America's only tri state police department, WMATA - MTP does an exemplary job of ensuring the safety and protection of all of those who rely on them each day.

Since Metro Transit Police was created by the late President Ford on June 4, 1976, the department has been the first on the scene when there is any kind of accident or emergency. They have been "on the job" when cars have derailed, when patrons have been injured, when there has been a collision, and more recently, during 9/11. No matter what happens, it is the transit police officers that are running towards the scene, not away from it. It takes a special person to do that. Many times officers have put their lives on the line and unfortunately a few of these brave individuals have lost their lives in the line of duty.

Before 9/11, transit security was about preventing slips, falls, and crime. After 9/11, transit security came to the forefront of everyone's minds and the roles of transit police officers began to change. Public transportation is a vulnerable target due to the openness of the system design and the volume of passengers transported. Given the vulnerabilities and threats facing transit, transit police officers have become one of our nation's most important assets in protecting the riding public. Transit police are the eyes and ears of the transit agency and are the first and last responders.

Our amazing team at FTA collaborates regularly with transit agencies from throughout the country and around the world to strengthen security and emergency preparedness. We are grateful to have three former members of the Washington Metropolitan Area Transit Authority within our office of

Safety and Security. I know that you are not thinking of retirement as you just made it to legal age, but someday you may want to do something else. We have some of the finest working in FTA that worked here.

Two retired captains from this great Police Department head up our Safety and Security Office. Anthony Tisdale is FTA's Emergency Management Team Leader. If you go up to the Chief Hanson's office, there is a big photograph of him in the Color Guard and he looks like he just walked out of GQ magazine. He receives and shares information with transit police and security chiefs, as well as other Federal, state and local police and emergency agencies in the United States and internationally.

Michael Taborn is the Director of the Office of Safety and Security and keeps me, the Secretary of Transportation and our President, aware of all transit related incidents that have significant safety or security implications.

We recently brought Ruth Lyons on board from the WMATA Safety Office. She is the FTA Safety and Security Training Program Manager. They all do a tremendous job in ensuring the safety and security of our nation's transit systems. I was told that if we steal any more employees from WMATA, we will not be welcomed back here.

I want to take a moment to discuss history. If you want to know what to do when going forward, looking back really helps. The more things change, the more they remain the same. There is an incredible book NYPD: It's city and it's police, written by two cops, James Lardner and Thomas Repetto. Dr. Tom Repetto has a PhD, but was a cop with the NYPD and worked his way up through the ranks. James Lardner was a member of the Washington DC Police force. I want you to think about the journey you folks are on and the role of policing in society.

In the book, there is a quote from Robert Wagner (1954-1965), the Mayor of the City of New York with the largest police force on Earth. "When I go to bed at night I say a special prayer for the safety of the city. Then I say another special prayer of thanks that nothing bad happened in the police department." The reason for that is that we hold the police in such high regard. They have integrity, they never break the law, they are not even human beings. Yet, they are human beings. I think the following passage sheds some light on this:

The book continues that, "the Police are a law-enforcement agency, after all, and one organized along military lines and subject to a host of rules and procedures. Underneath the bureaucratic rigmarole, however, lies a level of discretion and improvisation and just plain uncertainty that, to judge by its persistence, seems to have suited the convenience of people outside as well as inside the police profession. From the beginnings, their democratically elected masters have been reluctant to tell the police just which laws to enforce, against whom, or by what means. Whether we're

talking about gambling and prostitution in the nineteenth century or the stop-and-search practices of the early twenty-first, the police have been left to sort out many of the most difficult questions for themselves. More than other municipal agencies, then, they are governed by unwritten and, in some cases, even unarticulated rules.

A police station “is a great place for traditions,” Lincoln Steffens wrote.

Given the power that the police wield, the idea of their behavior being ruled, to any large extent, by hidden ideas and emotions is one that modern leaders must abhor; so they place their faith in orders, policies, and the official chain of command.”

A badge and a weapon and the responsibility associated with it is a serious matter, and one that cannot be taken lightly. The combination of experience and what is passed on to you through the chain of command is what will make you a great officer. Consider your new career in law enforcement a license to learn. You are now the thread that helps keep the fabric of society together. Wherever and whenever someone is in trouble the first person they call for is a cop. Everyone in society counts on you.

Every organization has a mission. The mission of the Metro Transit Police Department is to provide protection for Metro patrons, personnel, transit facilities, and revenue. Your vision, which starts at the top and goes all the way to the bottom, is to protect and serve our customers and employees with dignity and respect, through innovative ideas, new technologies, teamwork, integrity, a commitment to our mission and the oath of office.

Lastly, you have an oath of office. The most important thing you can take with you is your oath of office. It is very similar to the oath the President or any elected official takes. The oath calls for a higher standard, a higher calling. Though the role of the Metro Transit Police has changed dramatically over the years, your oath of office and the quality of the agency you support always remains the same. Your oath is:

On your honor, you will never betray your badge and the public trust bestowed upon you.

You will support and defend the Constitution of the United States, and conduct your duties in a lawful manner, with integrity, total dedication and impartiality.

As a Metro Transit Police Officer you will always obey the laws and will conduct your professional and private life so as to avoid bringing discredit or the appearance of discredit upon yourself or the Department you serve.

The NYPD had something called the Honor Legion. It talks about three qualities that all of you espouse.

- Courage: mental or moral strength to venture and withstand danger.
- LOYALTY: faithful in allegiance to one's lawful sovereign or government.
- Fidelity: exactness and accuracy in details.

I want to close with one last story from "NYPD: It's City and It's Police" that reflects how difficult your job is and the theme that the more things change, the more they remain the same.

"Police use of force was accepted as a fact of life, even by some of those on the receiving end. Jacob Riis was at the scene of a fire in midtown Manhattan on day as police tried to hold back a group of bystanders. Riis was a reporter for the Tribune. As he watched an older man in an Ulster coat, his head buried deep in his collar and a cigar sticking out of his mouth, emerged from a nearby hotel and walked toward the fire. Suddenly a policeman grabbed him by the collar, swung him about, and gave him a resounding whack across the back with his club. "What's the matter with you?" the cop shouted. "Don't you see the fire lines? Chase yourself out here, and be quick about it." Meekly the man retreated. Riis strolled over and casually asked the cop if he was aware of the identity of his victim. He didn't know, he said-or care. Riis calmly dropped the bomb. It was Ulysses S. Grant, who following his presidency, had settled in New York. Riis supposed that the cop didn't sleep for a week. Disgrace, dismissal, even jail loomed ahead in his imagination. But the axe never fell. Perhaps Grant did not expect too much from Americans in uniform; perhaps he considered the officer's actions justified. As the Harper's Magazine article observed, "the ideal policeman is only and ideal. The actual is but an approximation to the imaginary archetype because he is only a man under all the limitations of the common place American citizen."

Citizens forget at the end of the day that Police are mere mortal human beings.

In conclusion, Machiavelli said "There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success than to take the lead in the introduction of a new order of things."

On behalf of President Bush, Transportation Secretary Mary Peters, God Bless all of you that keep us safe and secure! Congratulations!

"FTA Kick Off" Reception at the National Center for Senior Transportation

01-30-07

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For more information, contact David Longo at: david.longo@dot.gov or (202) 366-0608

Washington Metropolitan Area Transit Authority Leadership in a Post 9-11 Security Environment

02-22-07

Contents Unavailable

For more information contact David Longo at: David.longo@dot.gov or (202) 366-0608.

APTA Legislative Conference - Washington, DC

03-06-07

Remarks: Administrator James S. Simpson, Federal Transit Administration

Thank you so much for that kind introduction, Bill Millar. It is a great pleasure to be at another APTA conference, speaking before the leaders of the public transportation industry. The last time that I was here, I had the opportunity to meet Leonard Ronas. Leonard informed me that he had attended fifty APTA conferences in a row. When I asked him why he would attend so many conferences, he replied that Bill Millar had told him it was the only way he could get a Full Funding Grant Agreement!

While it is an exaggeration that Leonard would have to attend fifty conferences to get an FFGA, his story is an important one because it demonstrates the need to continuously examine and improve our customer service, our policies, and our processes so FTA can better serve our customers. I am going to spend a few minutes discussing some improvements we are making to our New Starts program, but first I want to discuss some larger improvements happening at FTA.

The last time I was here, I shared my commitment to what I call "entrepreneurial government," which means drawing on the best practices of both the public and private sectors in order to continuously improve FTA. It also means being accountable and putting the customer at the top of the organization.

Since then many of you have heard me talk about what an outstanding agency FTA is. Unfortunately for some of you, you have heard me talk about this many times. Coming into an agency where employees are talented and energized posed an interesting challenge for me. I asked myself, "How can I leave this organization in better shape than when I arrived?" I wanted my stewardship to be known for its legacy of added value. So, I began to search for innovative ways to improve an already great organization.

I wanted to know what we at FTA could do to improve our performance on the critical factors that drive success. So, I searched for a way to cost effectively gain an outside perspective on FTA's strengths and opportunities for improvement. One nationally acclaimed program, which is already well known in the private sector, stood out to me. During November of 2006, we decided to apply for the Malcolm Baldrige National Quality Award. Malcolm Baldrige, President Reagan's Secretary of Commerce, developed principles to make American industries more

competitive in the global economy not by downsizing or reducing pay for employees, but by focusing on continuous improvement.

The application process for the Baldrige Award includes a comprehensive assessment that will provide a rigorous, objective, external view of FTA and give us an opportunity to utilize proven business criteria that focus on measuring ourselves against “best-in-class” companies.

When I first announced the decision to apply for the Baldrige Award to the FTA family, I was overwhelmed by the response. Within hours, my inbox was overflowing with emails from employees from all different grades, offices, and expertise who eagerly offered their time and input to make FTA an even better organization through the Baldrige process. Since the kickoff, we have taken surveys and formed committees and subcommittees. This has led to a sense of momentum and friendly competition at FTA that many of you may have detected while interacting with us in the last few months. I am proud to say that this is just the beginning as we at FTA continue to implement the Baldrige principles.

The Baldrige Process is impacting every aspect of how FTA conducts business. The New Starts Program is no exception. FTA has been taking a hard look at the New Starts process, starting even before SAFETEA-LU was enacted in August 2005.

As many of you know, in June 2006, FTA proactively commissioned Deloitte Consulting, LLC, to do a wide-ranging assessment of the New Starts program, which included document review, case studies, and over 60 interviews with our stakeholders—including project sponsors, Congress, FTA staff, and the Government Accountability Office. That assessment came to an end in mid-February, and my staff and I are in the process of digesting the findings from the study.

Last month, I received a letter from APTA’s Bill Millar with several suggestions to improve the New Starts program. I agree with many of them and look forward to continuing to improve the New Starts program.

There is considerable overlap between FTA’s own perception of the program, the Deloitte recommendations, and APTA’s suggestions.

Certainly, the Deloitte Study confirmed a lot of things that we already know:

- That the development of New Starts projects is a highly complex process with many stakeholders, with inherently conflicting opinions among our stakeholders.
- That New Starts is generally perceived as a good program.
- That FTA’s New Starts staff is knowledgeable, dedicated and professional, BUT.....
- The process takes time and staff resources are stretched thin.

While I am very proud of what FTA has accomplished with the program, there is always room for improvement: especially in the areas of:

- Clearer definition of requirements,
- More consistent application of policies,
- Relief from unnecessary reporting, and
- Smoother internal FTA processing of applications.

There are several shorter-term improvements that we can make, and, in fact, are already in the process of implementing. I don't have a lot of time, but I want to give you a few examples:

In February 2007, we proposed the elimination of a number of reporting requirements, including the need for some projects to even report at all, under certain conditions. Our proposal is just a first step towards a comprehensive review of how we might minimize Federal requirements associated with the New Starts program.

We also proposed a greater willingness to consider a wider range of factors in determining a project's justification rating. For example, we proposed the allowance of modal constants - that is, user benefit values for some of the immeasurable attributes of guideway transit - things like reliability, quality of the ride, and service branding - in the calculation of project cost effectiveness. We are also looking at a broader range of project benefits: from economic development to congestion pricing to the unique "case" for the project. In addition, for projects accepted into the Penta-P program, we intend to allow costs associated with private investment to be excluded in their calculation of cost effectiveness.

Finally, next month, we hope to issue a proposed regulation for the New Starts and Small Starts program. I am unable to go into much detail, but I can tell you that I think you are going to like some of our ideas on cost effectiveness and project justification.

The Deloitte Report echoed what I hear over and over when I speak with the industry - that "New Starts guidance lacks sufficient clarity and consistent implementation." (And that's a quote!) Let me deliver to you this afternoon my commitment to address this concern. Over the next few months, expect to see clearer information on project milestone approvals, risk assessments, the New Starts baseline alternative, and other aspects of the New Starts program. Key objectives of this guidance will be a) to be clear; b) to be complete; and c) to simplify the process where possible.

We will be making greater use of standardized schedules to track milestones and progress so each transit agency will have a better sense of next steps. Over the long run, our goal is to be more responsive to the need for timely decision-making.

Over the next several months, you will be hearing more from FTA about how we are working to improve the New Starts process. Our staff will be

going on the road to discuss the proposed New Starts/Small Starts rule, implementation of the Deloitte Report findings, and to solicit your suggestions for improving the program.

In order to continually improve as transit providers, we must have accountability. Ridership provides that accountability because it gives us a measure of our performance. Ridership also serves as a litmus test for the health of the transit industry. FTA and APTA are partners in the goal of increasing ridership. We do not want to rely on external factors, such as gas prices or congestion, to increase ridership. Instead, we are taking a proactive role in examining what transit agencies have done to successfully increase their ridership so that we can provide best practices for other agencies to follow.

Today's award recipients substantially increased their ridership since 2003 through a variety of techniques and innovations. Of the 34 transit agencies who submitted applications, we selected the best 12 based on the highest ridership gains and the broadest transferability of ridership initiatives to other transit agencies. These awards not only provide an excellent opportunity to reward excellence in our industry, but also a chance to learn how we can continually improve as an industry. Congratulations to the Winners!

Amalgamated Transit Union Legislative Conference - Washington, DC

03-13-07

Remarks: James S. Simpson, Administrator

Federal Transit Administration

Thank you for that kind introduction, Warren. I am honored to be here on behalf of Secretary Mary Peters and the Bush Administration.

It is always a pleasure to see Warren. When I had been on the job for only a few months we had a bit of a crisis at FTA, and the crisis occurred at the very convenient time of 5 p.m. on Friday. Somehow, we were able to get a hold of Warren at home the next morning.

He was on his way to take his grandchildren somewhere. Yet, he could not have been more helpful, and the crisis was alleviated. Warren does what it takes to get the job done.

I would like to start off this morning by telling you about one of my first official actions that I am very proud of – the opportunity to reduce the annual random testing minimum for 2007. The random testing positive rate for FTA safety-sensitive employees has been below one percent for the last three consecutive years.

The reduction drops the random testing required from 50 percent or approximately 140,000 random tests annually to 25 percent or approximately 70,000 tests annually. This should save the industry approximately \$7,000,000 in testing plus the associated time savings and administrative costs. Our safety concerns were further mitigated by the excellent level of compliance with FTA and U.S. Department of Transportation testing regulations demonstrated by the industry.

At FTA, we are committed to embracing the concept of entrepreneurial government, which means reexamining our processes in order to better serve the riding public. Transit agencies around the world that behave entrepreneurially are best able to thrive. Robert Cervero, a professor at UC Berkeley, has written in his book, *The Transit Metropolis*, that the strongest transit regions in the world have one thing in common: adaptability. He defines adaptability as a “calculated process of making change by investing, reinvesting, organizing, reorganizing, inventing, and reinventing...”

This Saturday, an article on the front page of the New York Times caught my eye. The article describes how the company, Google, operates their own transit agency.

"We are basically running a small municipal transit agency," said Marty Lev, Google's director of security and safety, who oversees the program.

Not that small, really. The shuttles, which carry up to 37 passengers each and display no sign suggesting they carry Googlers, have become a fixture of local freeways. They run 132 trips every day to some 40 pickup and drop-off locations in more than a dozen cities, crisscrossing six counties in the San Francisco Bay Area and logging some 4,400 miles. During peak times, pickups can be as frequent as every 15 minutes.

At Google headquarters, a small team of transportation specialists monitor regional traffic patterns, map out the residences of new hires and plot routes – sometimes as many as 10 in a three-month period – to keep up with the ever surging demand.

The Front Lines

Transit workers are the front line of the transit industry. Because your members are the face of transit and serve as the first responders in protecting the riding public, it is particularly important that we consider the transit workforce a partner with FTA as we work to improve transit.

Transit Philosophy: Entrepreneurial Government and Inverted Pyramid

I am committed at FTA to what I call "Entrepreneurial Government"... creating a hybrid organization... drawing on the best practices of both the public and private sectors.

- Entrepreneurial government means putting the customer at the top of the hierarchy.
- At the top you have the American people; the transit rider; (our customer), and the automobile user or non-transit user (our potential customer).
- Next in the hierarchy are those who serve the riding public directly, such as many of your members (mechanics, bus operators).
- Then comes all of our elected officials who represent the needs and interests of our customers (the American People).
- They are followed by the transit authorities, suppliers to the industry.
- At the bottom is the FTA. We at FTA should be the foundation supporting everyone above, including those of you who are the front line... the public faces of transit.

The Mantra of Transit

Either you serve the riding public directly (like those of you on the front line), or you serve someone who serves the riding public directly. Having a “philosophy of service” and assuring that the service we provide is of top quality should be the holy grail of successful service providers... public or private.

I feel passionately about transit because of the people it serves and the people that it should be serving... people who count on transit to take them to work and school, or who discover new possibilities in life, at the end of a subway or bus line.

Security, Safety and Training the Workforce: "The Eyes and Ears of the System"

I know that ATU has placed a priority on transit security in your Federal agenda. Rest assured that we share your concerns when it comes to security on our rails, subways and buses.

After September 11, I was the New York Metropolitan Transportation Authority's liaison for the recovery efforts. I know how important it is to have initiatives and processes in place to protect and save people during emergency situations.

Right after September 11, the Federal Transit Administration took the early lead for transit security training. Now we are continuing to support the Department of Homeland Security as it reaches out to transit stakeholders and their workforces around the country to prepare them for future terrorist attacks.

Being on the front lines each day, you are the eyes and ears of a complex, vulnerable system. We need the best-trained workforce for security.

The Federal Transit Administration has focused its resources and efforts on three strategic security priorities:

- Training -- All transit employees must be trained to deter, detect, mitigate and respond to a variety of emergency scenarios.
- Emergency Preparedness - Local agencies must ensure that emergency plans are updated and in place, and that emergency drills and exercises are regularly conducted.
- Public Awareness - Passengers must be aware of their surroundings so they can spot suspicious or unusual activity, and they need to know how to communicate with transit officials. It is also critical that passengers know how to evacuate systems in the event of an emergency.

Through public campaigns, classes and hands on training, we've helped to prepare the front lines to deal with the security threats within the

openness of our systems. Since September 11, we have delivered security training to over 78,000 transit employees nationwide, in all kinds of systems, and through all sorts of formats. The "Transit Watch" program equips you — and your passengers — with the tools to observe environments more keenly and to detect dangers or anomalies. The courses we've offered run the gamut, from counter-terrorism for transit managers to incident management, to security design principles.

But all of our security initiatives have these four things in common: they are geared to transit agencies of all sizes, they disseminate the most current thinking, they deal with transit realities and needs on the ground level, and they equip agencies to train their own employees in security tactics. That amplifies the impact of the training.

Finally, as the industry works to bolster its security efforts, we must also ensure that we honor the openness and freedom of movement that is the hallmark and crucial attribute of public transportation.

My staff from the FTA Office of Safety and Security have set up a table just outside this room with safety and security training materials for you to bring home. Please feel free to take advantage of their expertise.

The Next Generation Transit Workforce: The Career Ladder Program

With that, I now want to talk about a topic that I know is near and dear to your organization: the Career Ladder Program.

As you know, there will be a brain drain that will come as baby boomers retire in the near future. In addition, transit equipment and the transit environment are more complex today. So I'm excited about the Career Ladder Program authorized in SAFETEA-LU to address these issues.

The Career Ladder builds collaboration among State employment agencies and local community colleges to establish programs that will help update the skills of the transit workers of today and groom workers for the future. The long-term strategic goal is to help transit employers develop an approach to meet their future workforce needs.

The program also works with transit authorities and their unions to create outreach and training programs to bring new workers, particularly workers from disadvantaged backgrounds, into good jobs with stable careers in mass transit.

Concluding Thoughts/Congestion Initiative

Thank you all for coming this morning to listen to me. I am proud to be able to speak with you. We must find a way to increase capacity, fund improvements, keep our workers and passengers safe and secure, and reduce congestion.

The truth is that our transportation system isn't meeting the needs of today's commuters, travelers or businesses. Throughout America, traffic tie-ups are costing over 3.7 billion hours in squandered time, 2.3 billion gallons in wasted fuel and an estimated 200 billion dollars in added costs every year.

So, let us begin the work of helping commuters, travelers and businesses once again see America's transportation highways as the open road to opportunity and economic freedom.

Thank you.

Charles/MGH Station Dedication (Massachusetts General Hospital)

03-27-07

Remarks: Administrator James S. Simpson, Federal Transit Administration

Thank you for that kind introduction, Bernard (Cohen). On behalf of President Bush and Secretary Peters it is an honor to be speaking here today.

The Charles/MGH station sits at the foot of history — at the foot of one of Massachusetts' most distinguished and historic bridges. The Longfellow ["Salt and Pepper"] Bridge is a gateway for Boston, joining Beacon Hill and Cambridge. Boston built this bridge, and this Red Line station, with mobility in mind. It made neighborhoods more accessible, and it opened up new opportunities for Bostonians.

Today, we are continuing that tradition of accessible, passenger-friendly transit. These renovations to the Charles/MGH station beautifully mesh the old with the new. FTA is proud to have supported these renovations with over \$32 million in Federal funding, because they embody the kind of design features that we want to see in transit.

The renovations have made the station fully accessible for Americans with disabilities... I cannot overstate the importance of true accessibility. If public transit does not work for all Americans, then it does not work at all. The renovations have created safe, barrier-free pedestrian access. Also, they have modernized the station with the customer's needs front and center.

MBTA has also taken this chance to give the station a makeover. The station we see today sports an elegance and sophistication that evokes the spirit of a dynamic, mobile and storied city. It is a worthy portal to Boston.

Finally, these renovations were undertaken with an eye to future growth... just as Bostonians did when they first built the Longfellow Bridge in 1793. The station will help catalyze economic future development around the Massachusetts General Hospital and the Eye and Ear Infirmary. This is a great example of a successful Public/Private Partnership – where the hospital invested more than \$2.5 million private sector dollars.

This new and improved Charles/MGH station, in conjunction with renovations to the bridge, will make this station as accessible as it is historic. Congratulations on your success.

Thank You.

Northeast Passenger Transportation Conference Panel Discussion SAFETEA-LU: Successes and Future Challenges

03-28-07

Administrator James Simpson
Federal Transit Administration
Northeast Passenger Transportation Conference Panel Discussion
SAFETEA-LU: Successes and Future Challenges
Providence, Rhode Island
March 28, 2007

It is a pleasure to be here on behalf of President Bush and Transportation Secretary Mary Peters.

Today, we are going to discuss the successes and future challenges of the Safe, Efficient, Flexible Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

In addition to major changes in program requirements, the passage of SAFETEA-LU in August 2005 required the Federal Transit Administration (FTA) to initiate five new programs, develop 17 regulations, 19 reports, and dozens of program guidance documents. SAFETEA-LU also required FTA to enhance transparency in our program activities, with a requirement to seek public comment on almost all guidance documents. All of this was to be accomplished with little to no increase in staffing levels.

In the two years since its passage, FTA has witnessed numerous accomplishments through SAFETEA-LU.

First and foremost, the number of products delivered under SAFETEA-LU is ever-increasing. To date, FTA has published 20 key deliverables, including four Final Rules, two Notices of Proposed Rulemaking, as well as seven final programmatic guidance documents and seven Congressional reports. Implementation has commenced on all new FTA programs, including the New Freedom, Tribal Transit, Alternative Transportation in the Parks and Public Lands, Alternative Analysis, and Small Starts programs.

In addition, FTA has initiated four pilot programs, including the Public Private Partnership Pilot Program, the Elderly Individuals and Individuals with Disabilities Pilot Program, the National Fuel Cell Bus Technology Development program, and the Debt Service Reserve Pilot program.

Second, SAFETEA-LU is responsible for increased collaboration and outreach within our administration. FTA has released more than 25 documents on the Federal Register to solicit public comment in the development of new policies and guidance materials. FTA has implemented an outreach and communications strategy that has included conducting or participating in more than 100 listening sessions and providing timely updates to the SAFETEA-LU Implementation section of FTA's web site.

Finally, stakeholders have been publicly complementary of FTA's SAFETEA-LU implementation efforts. In testimony before the Senate Banking, Housing and Urban Affairs Committee, both the General Accountability Office (GAO) and the American Public Transportation Association (APTA) applauded FTA's implementation of SAFETEA-LU.

APTA's President, Bill Millar stated, "I commend the Federal Transit Administration for acting expeditiously in implementing rulemakings and carrying out other activities required under SAFETEA-LU. The law calls for FTA to implement a significant number of programs, rulemakings, notices and other measures, and the agency has made every effort to do so in a timely and open and transparent way. FTA has conducted workshops, participated in an APTA Webinar, and been on panels at APTA conferences and meetings to explain SAFETEA-LU programs and policies. We very much appreciate FTA's efforts in this regard, and we look forward to continuing the good working relationship we now have with the agency."

Furthermore, GAO testified that, "Most of the project sponsors and industry representatives we interviewed told us that they appreciated FTA's efforts to solicit their feedback and to encourage an open discussion about the proposed changes," and "Members of the transit community... have stated that they have been pleased with the review and comment process."

We at FTA are tremendously proud of what SAFETEA-LU has achieved for transit today, and what it will continue to accomplish for transit tomorrow. Let us continue to innovate and build on the recent successes of SAFETEA-LU so that any future challenges can be dealt with economically and expediently, with an eye toward safe, efficient and flexible transportation for our nation.

Thank You.

Taxi Summit: Providing Effective and Accessible Taxi Service

04-10-07

Remarks, James Simpson, Administrator, Federal Transit Administration

It is a pleasure to be here on behalf of President Bush and Transportation Secretary Mary Peters. In 1990, President George Bush Sr. signed the Americans with Disabilities Act into law. In the last seventeen years, we have seen the ADA make the dream of access a reality. Yet, there is still work to be done to build a transportation system that provides all individuals with opportunities for independence and a good quality of life.

In a recent survey on disabilities conducted by the Harris Poll, more than 54 million Americans, almost 20% of the population, reported having a disability. The 2000 Census showed that only 60 percent of people with disabilities are employed. Lack of accessible transportation was cited as a major factor.

FTA is committed to filling in the gaps between human services transportation and public transportation services and expanding transportation mobility options so that individuals with disabilities can fully participate in the workforce and their communities. As part of this commitment, we are very excited about our New Freedom Program, which supports new public transportation services and public transportation alternatives beyond those required by the ADA.

I applaud the hard work that many of you put into advocating for this program and appreciate the many written comments you submitted to FTA. I am pleased to tell you that FTA recently issued our final guidance circular that outlines programs eligible for funding, including accessible taxis!

Our goal at FTA is to help individuals and communities meet their public mobility needs by building "a family of transportation services." In addition to fixed-route bus and rail service, FTA promotes demand responsive paratransit services, accessible taxis, and car and vanpool ridesharing programs among many others. Accessible taxis are a valuable resource because of the flexibility that they offer to riders with disabilities. They also offer flexibility to local paratransit service operators who contract with the taxi companies.

I recently had the opportunity to read an article written by Terry Moakley [Taxis for All] where he describes his surprise and delight at arriving at the Las Vegas airport to find an accessible taxi available to transport him to where he needed to go. Terry's taxi trip was a success for Terry, who

got to his destination quickly, without advance planning or reservations and a success for the taxi company that made a profit from his taxi fare. His trip serves as a great example of using public private partnerships to meet the needs of people with disabilities.

Ensuring that transportation is accessible for everyone is important to President Bush and Transportation Secretary Mary Peters. As you know, President Bush issued an Executive Order in 2004, which challenged us to reduce duplication, enhance cost effectiveness, and simplify access to transportation services for Americans who need help getting where they need to go.

I am proud to serve as the Chairman of the Executive Council on Access and Mobility and United We Ride which was created to meet this challenge. We are excited about working with our federal partners across 64 programs in order to simplify access for consumers. The council recently launched a new campaign: ONE VISION/ONE CALL. The VISION is that regardless of where you live, who you are, where you are going, what type of ride you need, or which agency is paying - you can get what you need through ONE phone call.

Also, the Council has successfully adopted two policy statements: The first focused on Coordinated Planning, which resolves that all partners should participate in a locally developed coordinated plan to meet the transportation needs of people with disabilities, older adults, and individuals with lower incomes. The second statement focused on Vehicle Sharing, which resolves that federally supported grantees that provide transportation should coordinate their services in order to maximize accessibility and availability.

FTA is also proud to support Project ACTION-a national technical assistance center on accessible transportation. Project ACTION has been actively working with the Taxicab, Limousine, and Paratransit Association to explore opportunities to increase accessible taxi services. In addition, Project ACTION produces informational materials for taxicab operators so that they can better serve individuals with disabilities.

When President Bush signed the ADA he said, "Let the shameful wall of exclusion finally come tumbling down." The ADA addressed accessibility needs, but mobility continues to be a barrier for some individuals with disabilities. We at FTA know that in order to truly breakdown the wall of exclusion we must continue our work to make transportation easier to use, build partnerships of many diverse interests, and always remember that we are here to serve our customers—all of you. I encourage you to continue your work to remove these barriers and I am optimistic that I will hear many stories of how transportation opened doors and created opportunities for others like Terry and Sherrone.

Thank you.

APTA Bus and Paratransit Conference - Nashville, TN

05-07-07

Remarks: Administrator James S. Simpson, Federal Transit Administration

Thank you for that introduction. It's a pleasure to be here today on behalf of Secretary Mary Peters and the Bush administration.

We at FTA are delighted with the overall funding level for transit in the FY08 budget, which provides over \$9 billion in transit funds. This represents a serious and substantial investment in the future of public transit.

For over 60 percent of America's passengers, "public transit" means "buses." Your drivers, your bus shelters, and your routes are the face of public transit for the majority of our customers. And the FY08 budget recognizes that buses are a backbone of transit. The FY08 budget supports our priorities for transit. It tells a story (in numbers) of what we want 21st century bus transit to look like: greener, more efficient, better coordinated, more accessible to all, and a tool against congestion.

Bus Rapid Transit (BRT) Support and Small Starts

For many communities, Bus Rapid Transit systems make the most sense. They offer the benefits of fixed rail systems without the expense or the investment.

One of the most exciting additions in this year's budget is funding for "Small Starts" that will support new Bus Rapid Transit programs. For the first time since the Small Starts program was authorized in SAFETEA-LU, the FY08 budget proposes four projects for Small Starts funding.

As many of you know, Small Starts helps to level the playing field by allowing smaller, less costly projects – those costing under \$250 million – to compete against like-sized projects in a streamlined program. Through Small Starts funding, Los Angeles, Kansas City, Missouri; Springfield, Oregon; and King County, Washington, will soon enjoy BRT systems that provide a real alternative to automobile commuting and travel.

In evaluating bus projects for Small Starts, FTA is looking for a corridor-based project with substantial stations, low floor vehicles, frequent service, operations at least 14 hours a day, and a special "branding" of the service. If the project qualifies for Small Starts, sponsors get simplified and expedited review from FTA.

We consider this initial investment as a promising start, and a down payment, on the Small Starts program.

Discretionary Bus Program

There are also more than \$400 million (\$438 million) in funds available in the discretionary Bus and Bus Facilities program. A significant portion of these funds will be awarded competitively for bus investments.

We will give priority to projects that further Secretary Peter's initiatives of relieving congestion, increasing service and introducing clean fuel vehicles. Eligible projects include:

- Fleet replacement
- Fleet expansion
- Facility construction or renovation that supports increased service or the introduction of clean fuels.
- Investments in underserved rural areas
- The purchase of clean fuel vehicles
- Intermodal terminal projects
- And, finally, we are supporting the long work of the Gulf Coast Recovery

Program funds can also be used to support replacement of buses and bus facilities related to the 2005 hurricanes. We at FTA encourage you to apply for these funds!

Greening Transit

The FY08 budget also supports initiatives to help bus transit "go green." In his State of the Union Speech this year, President Bush challenged the country to join him in reducing U.S. gasoline use by 20 percent in the next 10 years—"20 in 10." We cannot be complacent about this goal. Too much is at stake — our quality of life, our national security, our economy and the environment. Bus transit is a crucial part of the "20 in 10" challenge.

Clean Fuels

The FY08 budget provides funds and programs to help us meet the "20 in 10" goal. The budget supports innovation in bus fuels, including providing \$49 million to support clean fuels. That could mean compressed natural gas, biodiesel fuels, batteries, hybrid electric, fuel cell and all the other low or zero emissions options. Progress comes through this kind of experimentation. The Clean Fuels Grant Program supports all of this work on the cutting edge of bus transit. In doing so, it is supporting the ride of the future.

Congestion Initiative

Part of the greening of transit is our battle against congestion. The annual "congestion tax" has reached \$1,598 dollars per traveler, in wasted time and fuel. Traffic congestion is not only costing travelers and businesses

billions of dollars each year in wasted time and fuel, but it is taking a toll on our personal lives and affecting our health.

These problems are not beyond our control... we can fix this. We are making additional funds available for bus service in an aggressive national action plan to combat the congestion that is choking our communities and complicating our lives. As part of this strategy, we are inviting applications for bus projects from the 36 cities in the country with the worst traffic congestion. If that describes your city, then FTA regional offices are ready to help you submit an application.

The kinds of projects we're looking for include fleet and service expansion, bus malls, intermodal terminals, park and ride stations, and mobile radio units. The criteria are very simple. Your project must: reduce congestion on major highways and during peak travel times and improve service. We are looking for bottom line improvements — in service and congestion.

Building Transit Ridership

In order to continually improve as transit providers, and to reduce congestion and fuel consumption, we must have accountability. For transit, the bottom line is: more passengers, more service, less congestion on our highways.

Ridership is also a litmus test for the health of the transit industry. FTA works in partnership to increase ridership. We do not want to rely on external factors, such as gas prices or congestion, to increase ridership. Instead, we are taking a proactive role in examining what transit agencies have done to successfully increase their ridership so that we can provide best practices for other agencies to follow.

Recently, at APTA's Legislative Conference, FTA presented awards to transit providers who substantially increased their ridership since 2003 through a variety of techniques and innovations. The awards process recognized bus systems across the nation that proved themselves to be creative and energetic in finding and attracting new customers. There are as many great ideas as there are bus systems... you can see more examples at our ridership database of "best practices."

Vehicle Standards

Part of the accountability scheme is efficiency that improves service. Basic functions, such as automated side-mirror adjustment, need to be standard on a bus. Otherwise, we lose efficiencies and productivities. In the motor carrier industry, we could witness savings from the standardization of trailers. Vehicle standards are paramount for more than just effectiveness... they are crucial for the safety of all transit riders.

Paratransit and Human Service Coordination

It's been over 16 years since the first President Bush signed the Americans with Disabilities Act into law. Since then, mobility has improved vastly for Americans with Disabilities:

- Over 80 percent of transit buses are now accessible.
- We've built 30 new rails systems since the ADA passed—and all of them are accessible.
- Since ADA we've upgraded older systems for access.

Our customers say it best: 60 percent of adults with disabilities report that access to transit service has improved since 1990 (National Organization on Disability).

We've laid a great foundation for mobility and paratransit service, but we still have work to do. Thirty percent of adults with disabilities still cite inadequate transportation as a problem in daily living. Among adults without disabilities, only 10 percent reported inadequate transportation as an impediment to their mobility.

Therefore, as President Bush has asked us to do with his New Freedom Initiative, we are going beyond the requirements of the ADA, to help people with disabilities get to work, and into the mainstream. With funding at \$87 million in the FY08 budget, we are going to take mobility to the next level.

We can't talk about bus and paratransit service today without talking about the coordination of service. Coordination and mobility go hand in hand. As many of you know, President Bush issued an Executive Order in 2004 which challenged us to reduce duplication, enhance cost effectiveness, and simplify access to transportation services for Americans who need help getting where they need to go.

Coordination is a critical element of achieving mobility for Americans with disabilities. It helps communities make the most out of their existing resources... by pooling them, sharing information and scheduling together.

I am proud to serve as the Chairman of the Executive Council on Access and Mobility and United We Ride, which was created to meet this challenge. We are excited about working with our Federal partners across 64 programs to simplify access for consumers. This is an energetic and dedicated group.

Coordination of state and local human transportation services takes time. I know that many of you are involved in the development of local coordination plans for our Section 5310 Program, the Job Access and Reverse Commute (JARC) Program and New Freedom Programs.

I'm pleased to tell you that new circulars for these programs have just been published in the Federal Register – thank you for your input into the process and the many comments that FTA received. As always, we are available to help at FTA and the end result will be better, more comprehensive transportation services for many people.

Finally, as Memorial Day approaches, I want to take a minute to remind you of a great opportunity for the transit community to help say thank you to our troops, and to honor those who have lost their lives to protect our liberties. For many of us, Memorial Day means the start of summer, the opening of the swimming pool and picnics. But this year, as in previous years, we all have a chance to help put the "Memorial" back in Memorial Day.

FTA and APTA are participating in the National Moment of Remembrance, to take place on May 29, at 3 p.m. Take a minute to download the graphics for the "One Nation. One Moment to Reflect" campaign at our website. These graphics for exterior bus ads and bus shelters will remind Americans to pause and reflect on the sacrifices and costs of our liberties.

It is only fitting that this community take part in a Memorial Day remembrance. Buses and our public transit network are tangible, everyday reminders of the freedoms, mobility, independence and opportunity that our soldiers have always fought to protect.

Buses are the backbone of transit in America. More customers take the bus than any other mode...you are also the frontline of transit for so many Americans. I have a mantra for transit: we all either serve the public directly, or serve those who serve the public. It's my honor as FTA Administrator to help you help our customers.

We at FTA are really excited about funding levels this year and the programs we are offering — especially to support our nation's vital network of bus service. We look forward to continuing our partnership in making transit the mode of choice.

Thank You

CTAA Conference - Reno, NV

05-27-07

Remarks: James Simpson, Administrator, Federal Transit Administration

Thank you for the kind introduction, Dale. On behalf of President George W. Bush and Secretary Mary Peters, I am honored to be speaking at the 21st Community Transportation Expo. For the last twenty years, the Expo has provided a unique forum for community transit providers and advocates to come together and brainstorm how mobility can become a reality for more Americans. CTAA has done so much to develop and improve public transit in the U.S. They serve as a valuable resource on everything from free technical assistance to rural communities to the informative articles they provide in their publications, Rail Magazine and Community Transportation. I read both magazines regularly and reference them often.

We share CTAA's vision of building a transportation system that meets the day-to-day mobility needs of everyone, including older Americans, individuals with low-incomes, people with disabilities and the more than one-third of Americans who live outside urban areas. President Bush, Transportation Secretary Peters, and I believe that mobility means freedom, independence, and a better quality of life.

I am grateful to President Bush for giving me the opportunity to lead FTA at a time when transit ridership is growing and the \$53 billion in SAFETEA-LU programs and resources that the President signed into law are reaching transit customers.

As the Nation's chief transit spokesperson, I am excited about bringing the positive perspective of my own transit experiences to decisions affecting our industry. I believe my experience as a business owner adds value to the FTA. Every public and private organization needs a bottom line.

For transit, the bottom line is to keep the ridership momentum growing, providing a continually safer, more efficient, user friendly, reliable, and cost-effective operating system. Like a private business, we seek more customers... In other words, (a bigger market share). To succeed in this goal, we need to make sure that our transit systems are managed like successful for profit companies with sound business plans and practices.

Rural transit providers embody the entrepreneurial spirit by providing people mobility where there would be none. To succeed, you must:

- Be nimble – adapting to differing customer needs and groups.
- Be creative – finding efficient ways to collaborate with other transportation providers.
- Be flexible – responding to customer needs where the destinations or points of origin are far apart for two people sharing the same ride.

And even as rural transit presents a different model than urban transit when considering how to deliver the most value for every dollar and cutting inefficiency wherever possible - Both must embrace technology to improve performance!! Public transit needs effective leadership at all levels; that constantly strives to increase productivity throughout the organization.

I bring to the Administrator's position experience both as a public servant and an entrepreneur. Achieving our transit goals depends on the optimum use of both of those skills. I am committed to what I call... "entrepreneurial government" at FTA... creating a hybrid organization... drawing on the best practices of both the public and private sectors.

Entrepreneurial government means putting the customer at the top of the hierarchy; and turning the organization upside-down. At the top you have the American people; the transit rider; (our customer), and the automobile user or non-transit user - (our potential customer). Next in the hierarchy; are all of our elected officials who represent the needs and interests of our customers (The American People). They are followed by you – our direct customers - the transit authorities, and the suppliers to the industry; and, at the bottom is the FTA... We at the FTA... should be the foundation supporting everyone above.

Our mantra in the transit industry... at every organization, from operating authority to supplier, should be as follows: You have one of two jobs in public transit. Either you serve the riding public directly (like a bus driver who is on the front line) ... or you serve someone who serves the riding public directly. That “philosophy of service” ... is the holy grail of successful service providers... public or private.

Transit agencies around the world that behave entrepreneurially are best able to thrive. Robert Cervero, a professor at UC Berkeley, has written in his book... The Transit Metropolis, that the strongest transit regions in the world have one thing in common... Adaptability; what he defines as a “calculated process of making change by investing, reinvesting, organizing, reorganizing, inventing, and reinventing...

Adaptability is about self-survival in a world of limited resources, tightly stretched budgets, and ever changing cultural norms, lifestyle technologies and personal values.” This is true for private firms and public agencies. Change and adaptation are essential to an organization’s vitality and development.

In today's fast-paced global marketplace, there is certainly no patience for business as usual. You have to think of business; NOT as usual. Transit agencies that adapt to changing times and create harmony between their transit service and the community will thrive decades into the future.

We all know this intuitively. Rural areas, low density areas and urban centers all need public transportation... But our transit services must be tailored to the area they serve... commuter rail may be the best option in one setting, passenger vans in another. The result is a product mix that delivers bus, light rail, vans, HOV/HOT lanes, paratransit... in short, a balanced portfolio of transit choices for our customers.

We have been listening to your needs and the obstacles you face as rural providers. Despite tight budgets and growing community needs, you have helped the elderly get to grocery stores, assisted Americans with disabilities in getting to medical appointments, and helped working Americans get from their homes to their jobs, regardless of where they live. This is public service at its finest.

Unfortunately, two-thirds of rural Americans—60 million people—are almost wholly unserved by public transportation. So, although we have come a long way, we realize that there is much more work to do. Providing predictable levels of funding for rural areas so that they can make the investments that they need to is an important step in bridging the urban rural transit gap. Therefore, we were pleased that SAFETEA-LU doubled funding for rural transit so that we can begin bridging the gap in services. We recently published the final circular for the Section 5311, Nonurbanized area formula program -to provide additional guidance in obtaining these funds.

Also, for the first time there are also more than \$400 million in funds available in the discretionary Bus and Bus Facilities program. FTA will prioritize projects that meet strategic capital investment goals in both rural and urban areas to:

- replace aging buses
- expand fleets or construct facilities to improve services
- support the introduction of clean fuels
- support intercity bus facilities
- support gulf coast relief effort

This program helps grantees with capital needs not met with formula funds.

Our recently established Tribal Transit Program provides an important source of funds to Americans who are especially isolated due to great geographic distances, low automobile ownership, and limited financial resources.

After sending FTA staff to National Tribal and Bureau of Indian Affairs meetings, holding public meetings with Tribe representatives and sending out hundreds of letters requesting input, we fine-tuned a meaningful program to meet the specific mobility needs of the Indian Tribes and were able to award 8 million dollars to 63 applicants.

With these funds, elderly Americans on the Yavapai (Yav-a-pie) - Apache reservation in Arizona will have reliable transportation to their medical appointments, and children on the Spirit Lake Reservation in North Dakota will have transportation to cultural activities to learn more about their heritage. We will be accepting applications for tribal transit funding until August 2nd of this year.

Reliable and accessible transportation is a prerequisite for a healthy economy and it also means meeting the basic, day-to-day mobility needs of everyone, including those with specialized needs. Coordinating services is an effective way to meet diverse needs with limited resources.

As you may know, President Bush issued an Executive Order in 2004 which challenged us to reduce duplication, enhance cost effectiveness, and simplify access to transportation services for Americans who need help getting where they need to go.

I am proud to serve as the Chairman of the Executive Council on Access and Mobility and United We Ride which was created to meet this challenge. We are excited about working with our federal partners across 64 programs and 11 agencies in order to simplify access for consumers.

CTAA has joined us as a partner in United We Ride and the Executive Council. They will continue providing technical assistance for low income employment-related transportation, in addition to managing the NEW National Resource Center on Human Service Transportation. Coordination of state and local human transportation services takes time. I know that many of you are developing local coordination plans for our 5310, JARC, and New Freedom Programs.

I am happy to announce that we issued new circulars to provide guidance for these programs on March 29, 2007.

I believe transit is the circulatory system of our nation's economy. Well-designed transit is a catalyst for economic development, particularly in rural communities. According to our research, every \$10 million invested in transit capital projects yields an estimated \$30 million in business sales.

For example, two years ago I built a facility adjacent to the Hudson-Bergen Light Rail Line in Jersey City. Two decades ago, the Jersey City waterfront was a wasteland of abandoned rail yards and decaying brownstones. But with a transportation system that includes the new light rail system and ... bus... commuter rail... ferry service... and the PATH train... Jersey City

now has more office space than Denver, Cleveland or Kansas City, and young families have made the move from the suburbs back to the city.

Success like this must be measured. Historically, transit planners and developers have struggled to document the benefits of transit to local economies and society. We can easily document the costs of transit... However, knowing the cost of everything and nothing else, gives us the value of nothing.

As many of you know, SAFETEA-LU added "economic development" as one of the project criteria for New Starts. We know that transit is integral to economic growth, and now the challenge for FTA is to concisely assess those benefits. Right now, we are working to find the best approach, and we hope to publish New Starts and Small Starts rulemaking for comment in early 2007.

In addition, it's no secret that demand for housing near transit is expected to grow significantly over the next 20 years. FTA, along with the U.S. Department of Housing and Urban Development (HUD) funded a new study to learn more about the challenges of developing affordable housing near high-quality public transit. We are pleased that the results of this study will be released this week and available on FTA's website. What counts gets counted. I believe... if you're not measuring, you're not managing.

That's why we need to dedicate ourselves to building transit systems that will stand the test of time... transit systems that are built to last and provide notable, substantial benefits to the communities they serve for decades to come. New Starts sponsors sometimes struggle to design projects that meet our criteria while also realizing important community objectives. I like to keep things simple and use analogies whenever possible as... it "saves original thought."

For instance, I've asked FTA staff to make sure that our New Starts program delivers what is supposed to... wise major capital investments to improve mobility, help reduce congestion, improve air quality in the areas they serve and foster development of viable, safe, and livable communities.

A simple analogy to me is that developing a New Starts project is like making a pizza. My concern is... how many ingredients can you take off a pizza before it no longer is a pizza? I want to ensure that our federal investment in your community's New Starts project arrives with enough ingredients to deliver on the promise of the New Starts program. We need to build it right and build it to last.

In closing, I believe that one of the most important things we as industry leaders must do... is to ask ourselves... "What business are we in?" For example, private passenger railroads like the Pennsylvania and New York

Central, among the most powerful business interests a century ago, are now extinct, because they failed to adapt.

They had what I call “marketing myopia.” The railroads viewed themselves as being in the “railroad business” instead of the “passenger transport business.” Don’t think mode... think people!!! If they had viewed their business as passenger transport, they might have purchased aircraft and might still be with us today. I look forward to working with you in the years ahead to share the good work of passenger transport with the people of this great nation.

Thank you.

APTA Rail Conference - Toronto, Canada

06-04-07

Remarks: James S. Simpson, Federal Transit Administration

Thank you, Steve for that kind introduction. I am pleased to be here with all of you... the leaders of the rail sector of the public transportation industry. I would like to thank APTA, and our local host, the Toronto Transit Commission.

I am proud to be here on behalf of President George W. Bush and U.S. Secretary of Transportation, Mary Peters. Last fall, I introduced myself to the transit industry at the APTA Annual Conference in San Jose. I expressed my belief that my experience as a business owner could add value to the FTA by focusing on the concept of "Entrepreneurial Government." One part of being entrepreneurial is to measure success. Let me reiterate a key point I made at that time: Every public and private organization needs a bottom line. For transit, the bottom line is to keep the ridership momentum growing, and to provide a continually more efficient, user friendly, reliable, productive and cost-effective operating system.

That's why I am happy to see the continued growth in ridership over the last several years. The 10 billion transit rides that APTA recently reported were taken in 2006 are indicative of the value that transit produces in keeping America moving. And rail systems played an important role in achieving this milestone.

While the recent ridership increases are impressive, I believe we can do even more as an industry to attract new patrons. One way to do so is to make it easier to use our systems, such as through streamlined fare collection.

There are some great examples out there, such as the Metro Card in New York, but even these successes can be built on further. As Joe Giglio points out in his recent book *Mobility: America's Transportation Mess and How to Fix It*, long ago retailers learned that "if you can separate in the customer's mind the act of buying from the act of paying, the customer is likely to buy more each time he's in the store."

For transit, that means making it easier to buy our service, not by collecting money each time someone rides, but having fare media that are replenished from a credit card account automatically, such as the electronic toll collection systems like Easy Pass. I'm sure that the leadership in this audience can think of other ways to take advantage of

technology to make things work more smoothly for our riders, and more importantly for potential new riders who will find the added convenience a reason to switch to transit.

Innovative ideas that increase ridership are an essential component to entrepreneurial government. However, entrepreneurial government also means being accountable. That accountability must apply to decisions made at every level of the transit industry, including FTA. At FTA, I have made Continuous Improvement part of our culture. That is why we recently applied to the National Institute of Standards and Technology to be considered for the prestigious Malcolm Baldrige Award, an opportunity which is only this year became available to public agencies.

Although we only recently began on this journey to excellence, we have gained many insights into FTA and areas where we can improve. The application process is a means to an end. The end being a highly productive, customer focused Federal agency. My goal is for FTA to win the award within two years, which will be a challenge, but it is a challenge that I am confident we can meet because FTA employs some of the best and brightest.

Just last week, we began sifting through a large number of Opportunities for Improvement—changes we can make so facets of our business can go more smoothly for ourselves, and even more importantly for you—our customers.

And later this week, the FTA leadership will be gathering to develop our Annual Performance Plan for the next year. This is a document we produce every year to lay out:

1. what we want to accomplish,
2. who is responsible for each action,
3. and the timeline we intend to follow.

This year, and from hence forth, having turned the organization upside down and creating a barrierless FTA, we will focus on:

1. Execution
2. Measurement
3. Follow-up
4. Results

And let me assure you that Customer Service will be an important part of what we set out to improve.

Even before we began our efforts to apply the concept of Continuous Improvement at FTA, our staff realized that we could improve the New Starts process. At last year's rail conference, FTA announced that they had engaged Deloitte Consulting, an international business and

management consulting firm, to provide an independent review of the New Starts program, focusing on streamlining the process while maintaining program objectives. We are now implementing most, if not all, of their recommendations.

Their report is organized around four general themes:

- streamlining project development and evaluations processes;
- New Starts process management;
- FTA's organizational structure; and,
- improved communications.

As I recently testified before the House Committee on Transportation and Infrastructure on New Starts with Chairman Defazio:

In order to streamline the project development and evaluation processes, we are reducing reporting requirements, and looking for ways to move projects faster and to shorten review times. In the New Starts Guidance, which will be in the Federal Register today, we are eliminating a number of New Starts reporting requirements.

We are now offering grantees an opportunity to enter into a Project Development Agreement, which outlines the respective responsibilities of the grantee and FTA in the project delivery schedule. Soon, FTA will be unveiling new guidance and training for managing project development risks, such as the potential for cost overruns and schedule delays.

To improve New Starts process management, we are working on developing and better integrating program performance measures into our strategic business plan. We have already taken many steps to improve our industry guidance documents. In addition to the project risk management guidance about to be issued, we are developing guidance that will capture previously immeasurable benefits in local travel forecasting procedures. We also intend to clarify and simplify procedural requirements for advancing projects through the New Starts development process.

To further improve the New Starts management process, we are exploring a more efficient and transparent tracking and data collection system to facilitate project development delivery reviews.

To clarify FTA's organizational structure, we are doing more to optimize employee skills in program administration and stakeholder service. For example, FTA is implementing "New Starts Teams" consisting of Regional and Headquarters staff who will deliver program and technical assistance to bring a "problem-solving" attitude to each project.

To improve communications with our stakeholders, the New Starts process must be as transparent as possible, facilitated by a productive working relationship.

I echoed that very sentiment last year at my Senate confirmation hearing when I pledged to make FTA more transparent and to keep Congress better informed. To better serve individual project sponsors, we will be offering additional outreach to the public transportation industry. I also pledge to you that we will be making our decisions about New Starts projects more clearly and promptly.

I think you will agree that FTA is committed to the New Starts program. In less than a year, we have executed 5 Full Funding Grant Agreements worth \$3.42 billion in New Starts funding, with total project costs of approximately \$10 billion. In July of this year, we intend to execute another FFGA with the Tri-Met for the Portland, Oregon, Downtown Mall Light Rail project, which by one count will be our 100th FFGA.

Over the years, FTA has made good investment choices for Federal New Starts dollars due, in part, to our increased commitment to sound management practices. FTA's current portfolio (i.e., the number of projects in the construction phase, totals \$21.5 billion) and we are managing costs to within a half percent of the FFGA baseline and cost estimates. Based on my experience, in both the public and private sectors, that is unheard of.

Further, in Bent Flyvbjerg's book, *Mega Projects and Risk*, the difference between actual and estimated investment cost is often 50 – 100 percent; and for many projects, cost overruns end up threatening project viability. "A first step in reducing costs overruns is to acknowledge that a substantial risk for overrun exists and cannot be completely eliminated; but can be moderated."

FTA has been at the forefront of managing mega project risks. Accurate forecasts of the cost and ridership of proposed New Starts projects are crucial to the continued credibility of the New Starts program. New Starts is a program lauded by the GAO, OIG, Congress, and others. To keep it that way, we must continue producing high quality projects that provide mobility, environmental benefits and deliver what they promise to the taxpayers.

We are working hard to pay special attention during the planning process to ensure that transit agencies – and the contractors that work for them – produce objective data because that data becomes the basis for local decision making. Often it has been the case that the costs and ridership projections for New Starts projects at the end of Alternatives Analysis are dramatically rosier than those made later in the process.

In order to protect the integrity of the decision making process – at the crucial stage where local decision makers are selecting a preferred alternative and dismissing others – we need to do better of producing accurate forecasts.

Two things are taking place that are very positive. First, cost and ridership projections at the FFGA entry ARE being achieved once revenue operations commence. The fact that our portfolio of projects is coming in at no more than 0.5 percent above the FFGA estimates is clear evidence of this. Second, when comparing cost estimates for New Starts projects made at the end of Alternatives Analysis to actual construction costs, we are finding a much higher degree of accuracy than in the past.

The Congress has challenged FTA and the industry to get the numbers right by including several incentives in the most recently enacted authorizing legislation.

For example, grantees are now able to retain the savings realized for those projects brought in under budget. By providing an incentive to the transit agency by allowing them to keep the savings, we believe that there will be increased effort to contain costs.

Also, the legislation gives the Secretary of Transportation the authority to increase the federal share for a new starts project that comes within 10% of the cost and ridership forecasts made at the end of Alternatives Analysis. This incentive is targeted explicitly to ensure the validity of forecasts used when the locally preferred alternative is being selected.

Finally, the FTA is implementing a requirement to produce a Contractor Performance Assessment Report. As I said in San Jose last fall, "We need to think of business NOT as usual." Consider this the "Consumer Reports" of travel demand and cost estimation. For the first time, grantees will be able to consult a document that qualifies the contracting firms' performance.

By knowing which contractors are producing the most accurate forecasts, a grantee will be able to better position itself to attain eligibility for the incentives I mentioned earlier.

Similarly, for those of you in the business of estimating costs and ridership, this is an opportunity to showcase your skill and qualifications, thereby growing your business and the professional reputation of your company. Just like with Consumer Reports, the savvy customer will be drawn to the highest performing supplier. We believe that this has the potential to revolutionize the industry and continue to improve upon the great reputation that the New Starts Program enjoys.

SAFETEA-LU established the Small Starts program to advance smaller fixed guideway and non-fixed guideway projects, such as bus rapid transit, streetcars, and commuter rail projects. As of last November, when we were preparing the Fiscal Year 2008 budget, twelve sponsors applied for the Small Starts program. FTA found that four of these projects were ready to advance and we recommended them for funding in FY 2008. In fact, we recently announced funding for three of these projects using discretionary funding in FY 2007.

In early 2006, FTA issued an Advance Notice of Proposed Rulemaking on the Small Starts program and draft policy guidance on the New Starts program. Both these programs involve complex issues and the comments we received in response to our proposals were extensive. FTA has reviewed and reconciled the comments, and we hope to soon issue an NPRM for both the New Starts and Small Starts programs.

Let me assure you that the time we are taking to get the New Starts regulation right is NOT delaying the process. In the interim, FTA has issued New Starts Policy Guidance and Interim Guidance on the Small Starts program to aid the development and advancement of projects.

As I noted before, we recently issued additional Policy Guidance that implemented some of the streamlining recommendations made in our New Starts Program Review. A final rule on New Starts and Small Starts is expected to be issued sometime in 2008.

As many of you know, USDOT has made congestion relief our top priority and with good reason. Frequently, our transportation infrastructure is not meeting the needs of commuters, travelers, and businesses. The tab for congestion in wasted fuel and squandered time amounts to an estimated \$200 billion a year. The Bush Administration and the Department of Transportation refuse to accept congestion as a fact of life.

An expanded public transit system can help mitigate highway congestion, lower travel time and increase productivity and profitability for our nation's businesses and individuals alike. We need to begin thinking now... about how congestion mitigation strategies will impact public transportation... as well as about how public transportation can mitigate congestion.

The book, *The City Beneath Us, Building the New York City Subway System*, written by the New York Transit Museum notes that in the years right after World War I, the price of consumer goods went up 56 percent, but the subway fare was still a nickel. The cost of building a subway car was twice what it had been in 1914. Steel was hard to come by, and the cost of labor had gone up. Sound familiar?

The authors continue, "The workforce that gathered in the skyscrapers of Manhattan was one of the most dynamic the world had ever seen. Without the subway, this concentration of talent could never have been achieved. However, everyone knew the subway needed more money, but no one wanted it to come out of their pockets."

The more things change, the more they stay the same. We are facing some of the same challenges today. The gas tax, which has for 50 years fueled our transportation financing policy at the Federal level, is no longer sufficient to keep the Highway Trust Fund solvent for more than a year or two more.

We are going to need to look at a wide range of innovative financing methods to find a path ahead. This can include:

1. increasing the role of the private sector in transit operations and finance,
2. using new financing techniques to leverage existing resources or attract new ones,
3. and increasing ridership revenue.

Many of these ideas are well known to you already:

- Joint Development,
- Design-Build and other more elaborate Public Private Partnerships,
- State Infrastructure Banks,
- and as I mentioned earlier, use of technology to collect fares more creatively and market based.

Let me say that the door at FTA is always open to new ideas in innovative finance.

Maybe one way to find a way forward is to look a little further ahead. Zachary Schrag, author of *“The Great Society Subway: A History of the Washington Metro*, stated that “thinking big has long been out of fashion in transportation. Economists repeatedly have warned against rail plans that promise low cost and high patronage.”

Schrag points out that the BIG PLAN that Metro represented in the 1960’s helped cement a regional consensus for transit, and assured the success of transit-oriented development on a large scale, making Metro vital to the Washington region.

He states “In building Metro, Washingtonians did not seek the cheapest transportation system, but one best suited for the kind city they wanted for themselves and their children.” Secretary Peters recently echoed a similar philosophy when she stated “We need to think boldly.”

As I have said at previous APTA conferences, we have one shot at building these projects; so we need to build them right and we need to build them to last. Perhaps by thinking big again, we can develop the kind of national consensus we need to assure that we get the kind of cities, and nation, that we want, and find the resources to pay for them.

I say, when you look at all the benefits transit provides, “transit does not cost, it pays!”

According to Secretary Peters, we need 21st Century solutions to our transportation challenges. I am confident that working together, we can find these solutions and keep America moving.

Thank you.

23rd Annual FTA Engineers' Meeting and Annual Oversight Meeting Attendees - Washington, DC

06-20-07

Administrator James S. Simpson
Federal Transit Administration
Washington, D.C.

I am pleased to speak to you on the one day when the Annual Engineers' Meeting and the Annual Oversight Meeting overlap so that I can address all of you at the same time.

Entrepreneurial Government

A Hybrid organization means drawing on the best practices of both the public and private sectors. Entrepreneurial government means putting the customer at the top of the hierarchy and turning the organization upside-down. Entrepreneurial government also means being accountable.

At FTA, I have made Continuous Improvement part of the culture. That is why we recently applied to the National Institute of Standards and Technology to be considered for the prestigious Malcolm Baldrige Award, an opportunity which is only now available to public agencies. The application process is a means to an end - the end being a highly productive, customer-focused Federal agency. My goal is for FTA to win the award within two years.

Over the years, FTA has made good investment choices for Federal New Starts dollars due, in part, to our increased commitment to sound management practices. FTA's current portfolio (i.e., the number of projects in the construction phase) totals \$21.5 billion and we are managing costs to within a half percent of the FFGA baseline and cost estimates. Based on my experience, in both the public and private sectors, that is unheard of.

In Bent Flyvbjerg's book, *Mega Projects and Risk*, the difference between actual and estimated investment cost is often 50 - 100 percent; and for many projects, cost overruns end up threatening project viability. "A first step in reducing costs overruns is to acknowledge that a substantial risk for overrun exists and cannot be completely eliminated; but can be moderated."

FTA has been at the forefront of managing mega-project risks. However, there is a fine line between managing risk and eliminating necessary elements of a project.

Accurate forecasts of the cost and ridership of proposed New Starts projects are crucial to the continued credibility of the New Starts program. New Starts is a program lauded by the Government Accountability Office, the Office of Inspector General, Congress and others. To keep it that way, we must continue producing high quality projects that provide mobility, environmental benefits and deliver what they promise to the taxpayers.

We are working hard to pay special attention during the planning process to ensure that transit agencies – and the contractors that work for them – produce objective data because that data becomes the basis for local decision making. Often it has been the case that the costs and ridership projections for New Starts projects at the end of Alternatives Analysis are dramatically rosier than those made later in the process.

In order to protect the integrity of the decision-making process – at the crucial stage where local decision makers are selecting a preferred alternative and dismissing others – we need to do better at producing accurate forecasts.

Two things are taking place that are very positive. First, cost and ridership projections at the full funding grant agreement (FFGA) entry are being achieved once revenue operations commence. The fact that our portfolio of projects is coming in at no more than 0.5 percent above the FFGA estimates is clear evidence of this. Second, when comparing cost estimates for New Starts projects made at the end of Alternatives Analysis to actual construction costs, we are finding a much higher degree of accuracy than in the past.

The Congress has challenged FTA and the industry to get the numbers right by including several incentives in the most recently enacted authorizing legislation. For example, grantees are now able to retain the savings realized for those projects brought in under budget. By providing an incentive to the transit agency by allowing them to keep the savings, we believe that there will be increased effort to contain costs.

Also, the legislation gives the Secretary of Transportation the authority to increase the federal share for a new starts project that comes within 10 percent of the cost and ridership forecasts made at the end of Alternatives Analysis. This incentive is targeted explicitly to ensure the validity of forecasts used when the locally preferred alternative is being selected.

Remarks Addressed to the Engineers

As engineers and Project Management Oversight (PMO) contractors, you play a critical role in keeping the projects within budget by effectively managing the construction of multi-billion dollar Major Capital Projects. In fact, as I understand it, your Annual Meeting this year focused

primarily on improvements to the PMO Program and the roles and responsibilities you each have from a headquarters, regional and PMOC perspective in accomplishing this goal.

As you know by now, FTA is in the process of preparing the solicitation for the next multi-year Project Management Oversight Contractor services, an estimated \$200 million dollar contract. Another issue that you focused on was tools for effectively managing project scope, cost and schedule. I would just like to add three points.

First of all, be proactive in bringing projects in on time and within budget by being diligent in your quest for information from our grantees regarding aspects of the projects that are potential cost drivers.

Secondly, we need to appreciate to a greater extent how greatly Federal delays and indecision can cost the industry. I guess you might say that I have a private sector mentality where it goes without saying that time is money!

Lastly, the Office of Engineering is leading the effort to procure a pilot New Starts case management system that will allow FTA and a select number of grantees to evaluate how we can collectively benefit from such a system. Ultimately, we expect feedback from this pilot to assist FTA in further developing the requirements for the procurement of a permanent system, as recommended by our New Starts

Program study consultant (Deloitte Consulting, LLC), that will allow FTA to better manage and communicate project information among ourselves and our grantees.

We must make risk programming an integral part of project management. Our goal is that risk forecasts must be rigorous enough to maintain their usefulness over the period of time from FFGA to the revenue operation date. Also, risk mitigation efforts must be integrated with contingency management within the overall project management effort.

Remarks to the Oversight Team

And now, to the Annual Oversight Meeting attendees, I know that you are looking forward to the program that focuses on the theme “New Transit Programs and Guidance.”

This year’s oversight meeting provides you with information on the new and revised program requirements and guidance concerning Triennial, State Management, Financial Management and Procurement Systems oversight reviews. This meeting will also be a great opportunity for you to exchange ideas on how to further improve our oversight programs.

We will be discussing how FTA is working to improve our oversight programs through the Oversight Quality Design Initiative, a comprehensive review and enhancement of our core “grantee focused”

oversight functions. FTA is committed to continual improvement of all its oversight activities, which range from providing technical support and training to grantees to providing FTA oversight staff with the tools and resources necessary to perform their jobs well.

The role of FTA grantee oversight is to promote continual improvement of how the agency's grantees manage Federal funds. In this spirit, FTA has kicked-off the Oversight Quality Design Initiative (QDI) review to evaluate the overall FTA oversight program and business processes and generate recommendations for continuous process improvements.

More specifically, the Initiative will review and analyze the purposes and effectiveness of FTA's current oversight review programs, procedures and mechanisms. For example, the analysis will examine the Triennial Review program and develop a specific "plan-of-action" of feasible changes that can be implemented to improve that program's ability to detect issues.

The review will also include a realistic timeframe to act as a guide for FTA to implement suggested changes for all of our oversight programs. Additionally, FTA will be looking at new oversight programs through this study including cooperative agreements. The final report will also develop suggestions for program areas that would benefit from additional or enhanced oversight.

Conclusion

We have one shot at building these projects; so we need to build them right, and we need to build them to last.

Thank you.

Reception - Monarch Hotel, Clackamas County

07-02-07

Remarks: Administrator James S. Simpson

It is an honor for me to be back in Oregon on behalf of President Bush and Secretary Peters.

When I was here in January, I got a first hand look at your transit system. I rode the light rail, the streetcar and the aerial tram. I was extremely impressed, not only by the variety of choices transit riders have, but also by the quality of these systems.

Now, as I understand Clackamas County history, this area operated as a major crossroads for Indians, hunters, trappers and Hudson Bay Company voyageurs...and later the Barlow road was a major route for immigrants during the 1840s. So now history repeats itself as the I-205 South Corridor/Portland Mall Light Rail Project puts this county, once more, at the crossroads of transportation.

As Clackamas County grows, this project will put you ahead of the curve when it comes to managing the congestion that inevitably follows economic growth.

We know that your community has waited a long time for this project. Your elected officials, citizens and local business leaders have all demonstrated a great deal of patience and determination to help make this project cost effective and supportable in the eyes of the Administration and Congress.

The urban renewal district for the Clackamas Town Center area has certainly been a major target for growth in the County and quite successful as your assessed valuation has grown by 1,000 percent in the last 25 years. The extension of this light rail should also help attract more jobs to this county and continue to enhance the urban renewal district's effectiveness for the Clackamas Town Center.

The Bush administration and FTA believe that transit systems are one of the basic building blocks of economic growth, for local communities and for the nation. Dollars invested in transit systems built and designed to last will pay off... well into the future.

Our investment of \$345.4 million in New Starts Funds to extend the light rail will foster the continued growth of this region. The Federal Transit Administration makes this investment with confidence that it will help preserve your quality of life, catalyze growth and keep Oregonians on the move.

Thank you.

Portland State University Mall Ceremony

07-03-07

Remarks: Administrator James S. Simpson

Thank you. I am proud to be back in Oregon on behalf of President George W. Bush and U.S. Secretary of Transportation Mary Peters.

When I was here in January, I rode the light rail, the aerial tram and the streetcar. I discovered a fully integrated system that was clean, efficient, innovative and safe - a system that tempts people to leave their cars at home. So, it is a great honor for me to be here to celebrate this milestone in extending the Max light rail system with the announcement of the Federal Transit Administration's investment of \$345.4 million dollars.

This project is the result of a long-term regional commitment to public transportation. Over 30 years ago, the State of Oregon and the Federal Highway Administration had a vision of the population growth this county would experience. So, when they designed Interstate 205, they preserved space for a future transit-way through what were mostly undeveloped land and agricultural fields.

Now, this corridor is home to many residences and thriving businesses and their vision is paying off. Residents of this area will continue to enjoy a wonderful quality of life along with the many benefits of economic growth without having to cope with the stagnating effects of congestion.

The Bush Administration and the Department of Transportation recognize that congestion is a growing problem that is robbing Americans of valuable time with their families, reducing air quality and harming the economy. With America's population and economy growing at a rapid pace, the Bush Administration understands that rail and other transit services must play a role in shaping and sustaining the development of our communities.

We also know that while local funds and passenger fares account for most of the revenue needed to operate transit systems, the federal government is a key partner, especially for major capital investments. So, we are investing record amounts of money in public transportation to help communities make transit affordable and accessible for all Americans.

Currently, there are more residents in Clackamas County than there are jobs. So, our investment in this project will make it easier for the Clackamas residents to travel to their jobs; thus, alleviating congestion and bolstering the economy. This project will link Clackamas County to employment opportunities and to the airport. It will also improve mobility

options for students at Portland State and Amtrak travelers at Union Station.

In addition to serving as a gateway to opportunity, the light rail is also creating opportunity. Clackamas County, Multnomah County, the City of Portland and TriMet are working with private partners to revitalize areas along the light rail route and assist businesses in taking advantage of a source of new customers.

The Federal Transit Administration is proud to be part of a project that fuels economic growth, alleviates congestion and, most importantly, keeps Oregonians on the move.

Thank you.

APTA Transit Board Members Seminar - Norfolk, VA

07-16-07

Talking Points for Remarks, James S. Simpson, Opening General Session

I am proud to be here on behalf of President George W. Bush and U.S. Secretary of Transportation, Mary Peters. Today, I am going to discuss the roles and responsibilities of public transit board members.

I am approaching one year as FTA Administrator and I served for ten years as NYC MTA board member. Today, I want to draw on these experiences - as well as my experiences as a private-sector CEO and transit rider - to cover some themes that may frame your public service on a transit agency board. During my tenure on the New York City MTA Board, I served on the committees dealing with Planning & Real Estate and Safety & Security. Consistent with the proper role of a governing board, our assignment was general oversight and high level strategic vision, guidance and approval.

The role of the Safety & Security Committee was to ensure implementation of MTA safety goals and programs, monitor safety performance indicators for the system, and help identify safety/security problems and initiated solutions. The role of the Planning/Real Estate Committee included taking action on property acquisition and disposal, advertising and leasing policy (lots of commercial leases) in addition to covering broad real estate policy.

To put it simply, I've been in your shoes.

Entrepreneurial Government

At previous APTA meetings, I have expressed my belief that my experience as a business owner could add value to the FTA by focusing on the concept of "Entrepreneurial Government." An essential component of Entrepreneurial Government is measuring success. Every public and private organization needs a bottom line. For transit, the bottom line is to keep the ridership momentum growing, and to provide a continually more efficient, user-friendly, reliable, productive and cost-effective operating system. As a transit agency board member, you can help set the broad strategic framework, and track agency performance metrics with the agency's management team.

Like a private business, transit agencies and their boards seek more customers... In other words, a bigger market share.

To succeed in this goal, we need to make sure that our transit systems are managed like successful for-profit companies with sound business practices. Public transit must deliver the most value for every dollar. We must cut inefficiency wherever possible! Public transit needs effective leadership at all levels.

Entrepreneurial government requires putting the customer at the top of the hierarchy; and turning the organization upside-down. At the top you have the American people; the transit rider; (our customer), and the automobile user or non-transit user - (our potential customer).

Next in the hierarchy; are all of our elected officials who represent the needs and interests of our customers (The American People). They are followed by the transit authorities, suppliers to the industry; and, at the bottom is the FTA... We at the FTA... should be the foundation supporting everyone above.

Our mantra in the transit industry... at every organization, from operating authority to supplier, should be as follows: You have one of two jobs in public transit. Either you serve the riding public directly (like a bus driver who is on the front line) ... or you serve someone who serves the riding public directly. That "philosophy of service" ... is the holy grail of successful service providers... public or private. Transit agencies around the world that behave entrepreneurially are best able to thrive.

I like to refer to Robert Cervero, a professor at UC Berkeley, who has written in his book - The Transit Metropolis, that the strongest transit regions in the world have one thing in common... Adaptability; what he defines as a "calculated process of making change by investing, reinvesting, organizing, reorganizing, inventing, and reinventing... Adaptability is about self-survival in a world of limited resources, tightly stretched budgets, and ever changing cultural norms, lifestyle technologies and personal values." This is true for private firms and public agencies. Change and adaptation are essential to an organization's vitality and development.

In today's fast-paced global marketplace, there is certainly no patience for business as usual. You have to think of business NOT as usual. Transit agencies that adapt to changing times and create harmony between their transit service and the urban landscape will thrive decades into the future. Reliable and accessible transportation is a prerequisite for a healthy economy and it also means meeting the basic, day-to-day mobility needs of everyone... including... older Americans... individuals with low-incomes and people with disabilities. It is often their first step toward independence and opportunity.

Accountability

Entrepreneurial government also means being accountable. That accountability must apply to decisions made at every level of the transit industry. In our representative system of governance, transit board members are the citizens who have been either directly elected, or more commonly, appointed to a position of public trust and oversight of broad transit decisions in the community. You are accountable to the bottom line... growing ridership while delivering the most cost-effective and user-friendly transit systems possible. Another part of accountability is recognizing success; in our case, increasing the number of riders... while ensuring we pay careful attention to our cost structure; and while enhancing the safety and security of our customers and employees.

Board Member Roles and Responsibilities

I recall from serving on the NYC MTA board that there are many available tools to help board members become more effective. APTA has demonstrated leadership in this area, and this conference is a key venue to learn and gain additional transit knowledge. There are organizations like the National Council for Nonprofit Boards – recently renamed BoardSource – that can also guide us.

The Pennsylvania Transportation Resource and Information Network's (PennTrain) outstanding publication, "Roles and Responsibilities of Transit Board Members" does a great job encapsulating the roles of transit board members. I believe it is worth reading to you word for word.

In short, there are...Three Primary Responsibilities of boards:

Legal Concerns: If your transportation system happens to be an authority or a private nonprofit, the board is the legal body. All contracts, labor agreements, personnel policies, etc. must be approved by the board. In most organizations, all legal business must be done in full view of the public with legally convened meetings.

Stewardship: Since most of public transportation is provided using public funding, the board has a responsibility to carefully review the use of these resources.

- The board should understand the budget and review financial statements that insure all spending is in conformance with all federal, state and local rules and regulations.
- Members also have a responsibility to carefully balance community needs with available resources. Stewardship involves not only fiduciary responsibility, but such things as performance measures that insure a reasonable and responsible return on investment.
-

Advocacy: To be an effective board member, it is vitally important that you support public transportation in your community.

- The availability of safe and dependable public transportation is essential to the quality of life for many citizens.
- You must be a champion of the people who depend upon your organization.
- You should speak positively when discussing your organization with local government, the business community, social agencies, etc.
- You need to be available and committed to attendance and participating in board and committee meetings or when called upon.
- The board must focus on the big picture and policy.
- The board must support their management and allow employees to carry out the day-to-day operations.
- This careful balance of responsibilities is essential to your organization's success.

The National Center for Nonprofit Boards - now BoardSource - a nonprofit organization in Washington, D. C., has identified the ten areas of responsibilities for boards. What follows is a modified version of this list:

1. Determine the organization's mission and purposes;
2. Select the Executive Director;
3. Support the Executive Director and review his or her performance;
4. Ensure effective organizational planning;
5. Ensure adequate resources;
6. Oversee/monitor effective use of resources;
7. Determine and monitor the organization's program and services;
8. Enhance the organization's program and services through advocacy;
9. Serve as a court of appeal where appropriate, and
10. Assess its leadership role, effectiveness and performance.

In general, the Board focuses on policy and the big picture. The Executive Director and staff deal with actual operations.

Advanced Issues

1. Is the current board effective? Does it focus on priorities?

2. Are there any issues that the board spends time with that fall outside the realm of policy and within the realm of day-to-day operation?
3. Does the board monitor/assess its own performance and effectiveness? How does it do this?
4. What are the critical issues facing the board in terms of process (for example, board meetings are not well attended, the group is not cohesive, there is disagreement among the members)?
5. How effective are board committees?

Boards and Planning: Looking Ahead

Planning for an efficient, safe, reliable and well-managed organization means that you must “think globally”— that is, you must focus continually on the mission and goals of your organization and what you want to accomplish, as you plan for the future.

1. What is the mission of our organization? Where are we today?

APTA’s Mission Statement: “To strengthen and improve public transportation, APTA serves and leads its diverse membership through advocacy, innovation, and information sharing.”

2. What is the vision of our organization? Where do we want to go tomorrow?

APTA’s Vision Statement: “Be the leading force in advancing public transportation.”

3. What are the organization’s values?
4. What kinds of service improvements do we want to make?
5. How are we viewed in the community?
6. What is our long-term fiscal situation?
7. What are our constraints?
8. What do we need to do to meet our goals and vision or the future?

(Pennsylvania Transportation Resource and Information Network, Roles and Responsibilities of Transit Board Members, March 2005, www.penntrain.net.)

Moments of Truth

Considering your role as board members, I know you will make an effort to use your transit system, whether every day or on a regular basis. There’s nothing like managing by wandering around to experience life from the transit customers’ point-of-view. It also creates opportunities to have experiences with customer service.

“Way-finding”

I recently traveled to a city and decided to take the light rail line from the airport to my hotel. It was a great system and everything was fine until I stepped off the train downtown and there was absolutely no information at the light rail stop to help me navigate the surrounding area; no maps or directional arrows with major destinations. Only a transit board member experiencing this firsthand could fully empathize with the need for this sort of passenger information. Improved maps and related “way-finding” information might even become a focus area for FTA as a result of this experience. I am certain that other passengers have had this same experience. We also know from general customer service research, that for every one person who writes or calls to complain about service, there are an additional 27 people who are equally unsatisfied. In addition, that person who is unsatisfied is likely to tell ten other people about it. I just told 200 people.

Fare evasion

On another recent trip, I traveled on both the bus and rail system of a major transit operator. While riding the system, I observed some instances of fare evasion. I’m from Brooklyn, so I know a few things about fare evasion. Fare evasion is a form of customer service we can do without, and in our efforts to pay attention to the bottom line and treating our customers equitably, we need to ensure that everyone pays their way when they board the bus or train. Clearly, the public transportation industry has taken steps over time to reduce the revenue losses from fare evasion, but this was a reminder to me that more can be done.

Passenger Counting

Riding the bus or train, you’ll also get a sense of passenger counts. We can only manage what we can measure, and we need to know that our measurements are valid. Over time, we’ve been using automated passenger counting technology to count riders. In some systems, ride checkers are still an integral part of patronage counts and National Transit Database reporting. As board members, you can take the bus and ride the train, and it will generate endless ideas about how to create a cycle of customer satisfaction and increased revenue from ridership.

Mega-Trends

There are some mega-trends that I encourage you to follow closely as a transit board member.

Energy Independence

It is no secret that our nation has serious concerns about the amount of energy that we consume and the amount of foreign oil that we import to meet our needs. Transit serves our national interests in this regard.

Transit modes such as subways and light rail - including the new Hampton Roads Transit light rail system - rely on electricity for their source of energy. The vast majority of electrical energy in this country is produced from domestic energy sources. Transit systems have the ability to move people with greater efficiency, and transit can play a leading role in reducing our dependence on foreign oil. By incorporating the latest designs in vehicles that make use of alternative fuels, such as biodiesel, or hybrid technologies that capture the energy used in braking and using that energy to accelerate the vehicle, transit's share of energy consumption can be further reduced.

Environmental Benefits

While the total transportation sector contributes over 30 percent of total U.S. greenhouse gas emissions, transit stands out as a green alternative. Transit use is good for the environment, and transit and transit supportive land-use is becoming increasingly important as a way of reducing environmental damage. By its nature of fixed routes and professional maintenance, transit is a great testing platform for further development in this area.

The Federal Transit Administration has fostered the development of environmentally clean buses that operate on natural gas and hybrid technologies. Now we have a Fuel Cell Bus Initiative. We are working on developing technology to power transit buses with the use of a hydrogen fuel cell. For rail systems, hydroelectric and wind energy can be used to power transit vehicles with zero emissions from fossil fuels. And it doesn't stop with just the vehicles, but can include transit stations and buildings as well. New building technologies to save energy, coupled with environmental technologies, can be incorporated into the design and operation of high performance and environmentally green buildings. APTA's upcoming meeting on sustainability will address some of these approaches that are good for the economy and environmental bottom line.

Congestion Reduction

Transportation system congestion is one of the single largest threats to our nation's economic prosperity and way of life. Whether it takes the form of highway users stuck in traffic, cargo stuck at overwhelmed seaports, or airplanes circling over crowded airports, congestion costs America an estimated \$200 billion a year. In 2003, Americans lost 3.7 billion hours and 2.3 billion gallons of fuel sitting in traffic jams.

The President has set an ambitious goal to cut America's gasoline usage by 20 percent over the next 10 years, the 20-in-10 proposal.

The proposal will set a mandatory fuel standard that requires 35 billion gallons of renewable and other alternative fuels by 2017. That's nearly

five times the current target. In addition, the plan would continue our efforts to increase fuel efficiency. This administration has twice increased fuel economy standards for light trucks. Together, these reforms would save billions of gallons of fuel and reduce net greenhouse gas emissions without compromising jobs or safety.

The U. S. Department of Transportation has an initiative to reduce congestion in all forms of transportation. A major part of this initiative is the Urban Partnership Agreements, in which the Department has received proposals from metro areas that agree to implement a comprehensive policy response to urban congestion, including enhanced transit services in combination with other strategies.

Transit will play a major roll in this initiative and the reduction of congestion by the use of successful technologies, traffic management strategies, and enhanced transit services that can be scaleable and repeatable in other cities. According to the Texas Transportation Institute, without transit's congestion management services, the lost productivity would be \$20 billion greater. This reason alone can justify our transit investments, and can be used to support transit investment in many communities.

Paratransit and human service coordination

One key responsibility for many transit boards revolves around providing ADA paratransit and human services. Later this month, it will be 17 years since the first President Bush signed the Americans with Disabilities Act into law. Since then, mobility has improved vastly for Americans with disabilities: over 90 percent of transit buses are now accessible, we've built 30 new rail systems since the ADA's passage, and ALL of them are accessible. We've laid a great foundation for mobility, but we still have work to do.

We can't talk about bus and paratransit service without talking about coordination of service. Coordination and mobility go hand in hand. As many of you know, President Bush signed an Executive Order in 2004, which challenged us to reduce duplication, enhance cost-effectiveness, and simplify access to transportation services for Americans who need help getting to where they need to go. Coordination is a critical element of achieving mobility for all Americans with disabilities - one that helps communities make the most out of their existing resources by pooling them, sharing information, and scheduling together.

I am proud to serve as chairman of the Coordinating Council on Access and Mobility and United We Ride, which was created to meet this challenge. We are excited about working with our Federal partners across 64 programs - from health and human services to veterans' affairs

to education – to simplify access for our transit customers. This is an energetic and dedicated group.

Coordination of state and local human services takes time. I know that many of you are involved in the development of local coordination plans for our JARC, New Freedom and 5310 programs. I thank you for your help. As always, we are available to help at FTA, and the end result will be better, more comprehensive transportation services for many people.

Safety and Security

Our nation's transit systems are more secure than ever before. Nevertheless, security in public places has been a growing concern, and public transportation has been repeatedly targeted by terrorists in other countries. As part of a continuous effort to provide safety and security to our nation's transit infrastructure, FTA has undertaken an aggressive nationwide security program, receiving full cooperation and support from every transit agency.

FTA has conducted risk and vulnerability assessments and deployed technical assistance teams to help strengthen security and emergency preparedness plans, and has funded emergency response drills conducted in conjunction with local fire, police, and emergency responders. Security remains a top priority for FTA and we have implemented a program to improve public transit focusing on the three priorities of employee training, emergency preparedness, and public awareness of security issues.

Conclusion

In closing, I believe that one of the most important things we as industry leaders must do...is to ask ourselves... “What business are we in?” I asked this question at the APTA Annual meeting last fall and it is worth asking now.

We know that the passenger railroads, among the most powerful business interests a century ago, are now extinct, because they failed to adapt. They had what I call “marketing myopia” ... The railroads viewed themselves as being in the “railroad business” instead of the “passenger transport business” or the “customer satisfaction business.” Don’t think mode... think people! If they had viewed their business as passenger transport, they might have purchased aircraft and might still be with us today.

As transit board members, you can make sure that public transportation is thriving in the decades ahead. You can ensure your community has mobility and accessibility for its citizens. You can help manage congestion. You can grow communities oriented around transit. I look

forward to our continued work together making public transportation even stronger for the people of this great nation.

Thank you.

Texas Transportation Summit 2007

08-08-07

Remarks: Administrator James S. Simpson, Federal Transit Administration

Irving Texas

It is an honor to be here on behalf of President Bush and Secretary Peters. First and foremost, our thoughts are on the tragedy in Minnesota. President Bush has called for a robust federal response, and Secretary Peters has offered Governor Pawlenty and Mayor Rybak her full support and that of the Department in expediting financial and technical assistance.

DOT has been on the ground since day one. Federal Highway Administrator Rick Capka and FTA Deputy Administrator Sherry Little are in Minneapolis and will stay there to provide assistance to Minnesota for as long as is needed.

We are absolutely committed to helping Minneapolis recover and rebuild. We are equally committed to ensuring that America's bridges are safe. This is clearly on the minds of people here in Texas, the state that leads the nation in the number of bridges on its public highways, roads and streets.

Secretary Peters asked me to convey her appreciation for quick response to her request for re-inspecting Texas's eight bridges similar in construction to the steel truss arch bridge that failed in Minneapolis. While we work to understand fully what happened in Minnesota, it is important to act with an abundance of caution to ensure the safety of our roads and bridges.

This tragic incident in Minneapolis highlights the need to refocus on what our national transportation priorities are – not scattered pet projects, but the construction and maintenance of our highway system so vital to both our freedom and our economic prosperity.

So, there is no better time to have a Transportation Conference like this, and no better place to have it than here in Texas. Many of you already know that in comparison to economies around the world, the Lone Star State would rank as the 10th largest. The economy of this state, which is largely based on commerce, requires a great deal of movement of goods by trucks. When these trucks are slowed down as a result of congestion, that costs money. Congestion costs the Dallas-Fort Worth-Arlington metro area alone over \$2.5 billion a year and that number is only going up.

As a former business owner in the motor carrier industry, I experienced first-hand the economic and social costs associated with traffic congestion. At my Staten Island, New York, facility... a mere 15 miles from mid-town Manhattan... my vehicles and employees wasted over 4 hours a day traveling from their depot to their job site during the morning and evening rush on Interstate 278, a trip that is normally only a half hour each way off-peak. (50 percent workday travel time)

The 2007 Economic Report of the President, highlights the strong connection between transportation and the continued health of the U.S. economy. And it also discusses, for the first time ever, how the mounting costs of congestion are a growing problem not only for commuters, but for corporations and businesses alike.

On the U.S.-Canadian border, delays on Detroit's Ambassador Bridge cost motor carriers between 150 and 200 million dollars a year.

In Atlanta, a pet food company that 15 years ago had 11 trucks making 20 deliveries a day has nearly doubled its fleet to 20 vehicles.

Unfortunately, today's traffic hinders the larger fleet, causing it to have the same overall productivity as 15 years ago at two times the cost. In Dallas-Fort Worth, the average commuter spends 60 hours a year in traffic beyond their normal commute time.

All told, traffic congestion costs our businesses billions of dollars each year in wasted time and fuel. If you add schedule changes, buffer time requirements, substitute deliveries, and lost customers, the costs become staggering.

We also are seeing the toll congestion is taking on our personal lives. A recent study in the Washington, D.C., area revealed that congestion causes parents to miss at least one event per week with their children. A special health report in Forbes Magazine divulged that long commutes can lead to loss of short-term memory and such ailments as higher blood pressure, muscle tension and an accelerated heart rate.

The U.S. Department of Transportation refuses to accept congestion as a fact of life, or as just another cost of doing business. It is time for all Americans to do the same. The status quo is not working for our families, or our future, and it is threatening our freedom. Despite a 240 percent increase in federal transportation spending over the last 25 years, congestion has nearly tripled in metropolitan regions around the United States. In Secretary Peters words, "It is time to think boldly. We must develop 21st century solutions for 21st century problems."

For many years, most of transportation in America has been government-planned, government-funded, and government-maintained. As you know, this is not the traditional approach to American business or industry. All transportation is like a business. And, perhaps if we apply business

solutions, we might just be amazed at how it can once again become a source of freedom, rather than a source of frustration.

Today's challenges require us to rethink traditional tactics, as you are doing here in Texas. Allowing the private sector to play a bigger role in funding, building, and managing transportation is one of the most promising options available to all of us.

We have heard a lot about the private sector infusing much-needed capital into our transportation network. This pool of potential resources becomes more and more attractive as state budgets are stretched thin and gasoline taxes become increasingly unsustainable as long-term sources of funding.

Of course, involving the private sector in transportation is about more than finding new sources of money. It is about promoting accountability and letting the free market deliver to transportation the innovation, cost savings, and quality it has delivered in other industries. As our needs continue to grow and public revenue continues to slow, it is an idea whose time has come.

An external audit of the Texas Department of Transportation suggested that Texas needs more toll roads and drivers need to pay more to use them in order to keep Texans on the move. At the U.S. Department of Transportation, we believe it makes good sense to be able to charge the people who use our roads directly. Further, tolling provides flexibility to tap into the billions of dollars the private sector has to invest in transportation, and user fees are a proven congestion buster.

With today's technology, we do not need to build a single additional toll booth in America; sensors and transponders can do the work. With technology, we can even adjust the prices on a road regularly to ensure that it never becomes congested.

This is not a radical concept. We pay for electricity, water, and phone service directly through a monthly bill based on the amount we consume. In many cases, variations in price are even based upon peak and non-peak usage. The technology and private capital available right now can transform transportation in America.

The Department's Congestion Relief Initiative is already helping tap this potential and lead us to the transportation system of tomorrow. We are currently reviewing proposals from cities that stepped forward to pioneer cutting-edge antidotes to urban congestion and creative "Corridors of the Future" concepts to keep traffic moving on key trade and travel routes.

As the Administrator for the Federal Transit Administration, I believe that a robust public transit system can help mitigate highway congestion, lower travel time, and increase productivity and profitability for our nation's businesses and individuals alike. The Bush Administration has

already invested record amounts of money in public transportation. So, now we are building light rail systems in cities that have been built around automobile ownership, such as Denver, Phoenix, Dallas and Irving too!

Under Secretary Peter's strong leadership, we are committed to continuing to clear the federal roadblocks, and listening to the ideas developed by the state and local governments - where innovation in America has always originated.

Thank you.

March of Dimes Transportation & Construction Luncheon - New York City

09-27-07

Remarks for James Simpson, Administrator, Federal Transit Administration

Good afternoon, and thank you to March of Dimes for sponsoring this event today. They have been champions for improving the health of our nation's children. We owe them a debt of thanks on behalf of the American people.

It is an honor to be here on behalf of President George W. Bush and Transportation Secretary Mary Peters. Mobility for low income families and other transit-dependent individuals is central to the President's Executive Order on coordinating and enhancing human services transportation.

And nowhere is mobility more central than in my home state of N.Y. This is the perfect setting to talk about transportation access seeing as how New York City is such a transit-rich environment...

As I boy growing up here in New York, I viewed public transit as a necessity and it gave me a sense of freedom. Public transit opened a world of social and cultural diversity. It made summers possible at Coney Island, winters in Central Park... and exposed me to Times Square, the Museum of Natural History, Yankee Stadium, the World's Fair, Chinatown and Little Italy.

As a teenager, I rode public transit from home in Staten Island... to school in Brooklyn... and to work in Manhattan after school... via six buses, one ferry, and a subway - each day. All of these influences, fostered by public transportation, shaped my life and account for much of the reason I stand here this evening.

My first ride on New York transit—and the thousands of rides to follow—showed me the best that transit can do. It gave me mobility, in every sense of that word. It introduced me to worlds and possibilities beyond my own neighborhood. It set me on a path of my own choosing....a path that lead me to the FTA.

At first glance, it may be difficult to see the connection between March of Dimes and the Federal Transit Administration. BUT we are both providing an integral service to humanity. In fact, transportation is a vital part of the March of Dimes mission.

The people served by March of Dimes are the people we care about at the FTA. These people MUST have constant access to post-natal and pre-natal care and other medical services. This means they MUST have constant access to transportation.

Providing this access is not impossible, but reaching these goals without leadership is. Nowhere is leadership more present than in this room today. Each award recipient has demonstrated great leadership in his or her field of work.

I myself have tried to demonstrate leadership in the field of transportation. To truly make a difference, I believe as leaders, we must be ready to make bold choice, and we must be willing to be held accountable for those choices.

New Yorkers are lucky enough to see bold leadership, right here, in this city in the form of Mayor Bloomberg. Last year, the Mayor announced the preliminary recommendations presented to the Staten Island Transportation Task Force to help alleviate Staten Island's overcrowded streets and intersections.....In response, the Task Force received more than 40 recommendations that are guided by four themes:

1. taking pro-active engineering and enforcement steps to relieve congested bottlenecks
2. moving forward with roadway capital projects
3. improving mass transit options
4. and strengthening cooperation between city and state agencies.

The Mayor's leadership in confronting the traffic problem on Staten Island and creating the task force has led to a renewed commitment to aggressively implement transportation upgrades and deal with the problems head-on.

The Mayor is also spearheading a plan to use pricing to manage traffic in the Central Business District. According to the Mayor's Plan NYC, where he challenged New Yorkers to generate ideas for achieving 10 key goals for the city's sustainable future, congestion pricing has emerged around the world as the most effective tactic to gridlock. Charging drivers a fee for entering a city's center has been successful at reducing traffic, speeding bus service, improving air quality, and cutting greenhouse gas emission, with NO material impact on the economy. The Department of Transportation applauds Mayor Bloomberg's initiative and encouraged other cities to undertake market-based congestion reduction initiatives.

As a businessman and entrepreneur, running my own moving company in N.Y., I also saw the damage that too little transit, and too much congestion, can cause.

At my Staten Island, New York, facility -- a mere fifteen miles from midtown Manhattan -- I had employees who wasted over four hours a day traveling to and from their jobs during the morning and evening rush on Interstate 278, a commute that is only a half hour each way off peak.

My experience as a businessman in New York plays out many times over, each and every day, in this city. About the only time that New Yorkers sit still is when they are stuck in traffic. Unfortunately that is a more common plight than it was even two decades ago. In 2003, each New Yorker lost an average of almost 60 hours per year to congestion, up from 20 hours in 1983.

This hidden price of congestion costs New York City an estimated \$6.8 billion a year.

Amplify New York's experience to the entire nation, and the country pays a staggering bill for congestion. Nationwide, we lost 3.7 billion hours to traffic delays and 1.3 billion gallons of fuel to traffic delays in 2003. And the estimated bill for congestion across all modes of transportation is a staggering \$200 billion a year.

Those are the tangible costs that we can measure. But there are intangible—and no less important—costs that are more elusive.

Congestion dampens our family, civic and social lives. It discourages participation in our communities, and, if the problem is severe enough, it can shape where we go, whom we see, what we do, and how much we want to take part in community events.

DOT joins Mayor Bloomberg in responding to this crisis: a national congestion relief initiative. Through this initiative, we will marshal our people, our resources, and our expertise to help our partners at the state and local levels combat congestion.

This might mean building capacity—or making better use of the transit resources that we already have. But mostly it's about thinking outside of the box for innovative solutions to resolving this problem.

As part of this effort DOT has launched a serious effort to establish demonstration projects around the country to combat congestion.

We call them "urban partnership agreements," and they are a cornerstone of our congestion relief initiative.

In our urban partnerships we were looking for up to five system wide demonstrations of cutting-edge approaches to congestion relief.

These approaches include public transit innovations. It does not take that long for a city to develop Bus Rapid Transit systems, for example, that can deliver quicker and more reliable service for commuters.

New technology is certainly part of the congestion solution. In urban partnerships, cities will devise ways to improve response time to accidents, or to relay traffic information more rapidly to urban drivers. And we cannot forget changes in work routines.

Today, only 3 percent of Americans telecommute on "most work days." If that number can be improved even slightly, then we have effectively removed [hundreds of... thousands of] automobiles from the road during peak travel hours.

These are just some of the solutions that urban partnerships will demonstrate. Congestion is not an easy knot to untangle, but in combination, many new policies and creative approaches can, and will, reverse the trend.

Cities that agreed to work with us in urban partnerships and to pioneer new approaches to congestion relief will get all of the help that DOT can provide. We are prepared to assist with technical support, provided by a world-class team of engineers and economists at DOT. We can help to move good ideas and solid plans through the Federal pipeline faster; and, we can provide financial resources—grants, loans, and borrowing power.

Urban partnership agreements, and the broader congestion relief initiative, are looking for practical innovations to congestion. Ultimately, however, urban partnerships aim for something even more ambitious: They will improve the quality of life in our cities and they will make transit an engine of economic growth again.

New York was one of five cities selected to work with the Department of Transportation. Your state has been on the cutting edge of transportation and has shown a willingness to take the first step in combating congestion.

Last month, DOT published a Federal Register Notice outlining how the Federal Transit Administration (FTA) will allocate Fiscal Year (FY) 2007 Bus and Bus Facilities, New Starts, and Alternatives Analysis discretionary funding. The Notice will indicate that we are allocating all available FY 2007 Bus and Bus Facilities discretionary funds (\$438 million) to support the U.S. Department of Transportation's (U.S. DOT) Urban Partnership Congestion Initiative. These funds will be strategically invested in our nation's most congested areas, including New York, but the impact of these investments will be felt across the country.

The Department of Transportation has also recently named six interstate routes as "Corridors of the Future" to help fight traffic congestion. One of projects is Interstate 95 which crosses through New York City. The program is aimed at developing innovative national and regional approaches to reduce congestion and improve the efficiency of freight delivery.

Congestion is just one piece of a very large puzzle, however. Despite the congestion initiative, many Americans are still unable to access medical care, get to work, run errands, or participate in community activities simply because they do not have reliable transportation.

Some can't afford their own cars because of income.

Others may not be able to operate a vehicle because of medical conditions, disabilities, or other limitations. Individuals who are transportation dependent live in all parts of the country—including here in New York City.

We must keep at the forefront of our minds that our job is not just to blindly provide a service, but to ensure that service is provided to equally to all Americans. This takes leadership and collaboration. Human services transportation means meeting the day-to-day mobility needs of people who are transit-dependent, especially individuals with low incomes, older Americans, and people with disabilities.

The FTA supports public transportation services for all Americans. But, we must help communities build a “family of services”, that is more than fixed route buses, dedicated buses, or vans; it means reimbursing consumers for taxis or tokens, helping organizations with vehicle operating costs, and supporting volunteer driver programs. Human services transportation is vital. Lack of transportation affects an individual's independence and opportunities.

Through the efforts of our News Starts program, we are fighting against a lack of transportation. We are fighting for accessibility and mobility for those who need it most.

The FTA's New Starts program is the federal government's primary financial resource for supporting locally-planned, implemented, and operated transit "guideway" capital investments. From heavy to light rail, from commuter rail to bus rapid transit systems, the New Starts program has helped to make possible hundreds of new or extended transit fixed guideway systems across the country. These rail and bus investments, in turn, have improved the mobility of millions of Americans; have helped to reduce congestion and improve air quality in the areas they serve; and have fostered the development of viable, safer, and more livable communities.

For FY 2008, the Department of Transportation is excited to recommend FFGAs for two new projects, with funds totaling \$210 million.

One of those projects will take place here in New York.

The Metropolitan Transit Authority and New York City Transit are proposing to construct 2.3 miles of new subway on Manhattan's

East Side, which will connect with the Broadway Line at the 63rd Street station. We have slated \$200 million in New Starts funding for the Second Avenue Subway project in FY 2008. This project will relieve overcrowded subways and improve reliability on Manhattan's Lexington Avenue Line, the single busiest transit line in America.

The Long Island Rail Road East Side Access project is also well under way with a signed FFGA. The MTA is constructing a new direct 3.5-mile commuter rail extension from Long Island Rail Road's Main and Port Washington Branch Lines in Long Island and Queens, to Grand Central Terminal on Manhattan's East Side. The project will include construction of new tunnels, and new tracks, platforms, entrances at GCT as the current highway system and East River crossings are at capacity and subject to severe congestion and long delays. Without the project, future LIRR trains to Penn Station will be severely congested, and the crowding and discomfort would discourage or prevent new riders from using the LIRR to reach Manhattan. By redirecting trains to GCT, this congestion would be relieved and added capacity for Amtrak and New Jersey Transit service would be created at Penn Station.

The New Starts funding share for this project is \$2,632.10 million. Through FY 2006, Congress has appropriated \$587.77m million in Section 5309 New Starts funds for the project.

To date, the FTA has approved \$4.25 billion in order to fund the Lower Manhattan Recovery Transportation Projects. Most of those funds were obligated in major grant actions that were announced by Secretary Mineta on December 3, 2003 and July 12, 2005. These projects include the World Trade Center Permanent PATH Terminal, the Fulton Street Transit Center, the South Ferry Terminal Station, World Trade Center Site Security Center, and the Route 9A/West Street and Promenade South project.

We are constantly working in the nation's capital to provide the most accessible transportation possible to enhance the mobility of society.

Through United We Ride, an initiative spearheaded by the Federal Coordinating Council on Access and Mobility (CCAM), we are continuously working on solutions and strategies for coordinating human service transportation across federal, state, and local programs.

The Council's goal is to simplify access, so that anyone, especially low income families, can call one number and get service, regardless of where they are going, who is providing the service, and who is paying for the service.

They recently finalized two important joint policy statements. Here is why they are SO important. First, a "Coordinated Planning" statement that

indicates that grantees across all federal programs can and should plan transportation services together.

Second, a “Vehicle Sharing” statement. This policy indicates that vehicles supported through one federal program can be used to serve consumers of other federal programs.

We recognize that both of these policies require us to go one step further. Therefore, the Council is also working on principles of how to share costs, and strategies that will work across various federal programs.

In spite of the significant investment in public transportation services, we still have serious gaps. Transportation to the doctor’s office or the hospital may simply not be available, affordable, or accessible. These gaps in service, even here in New York City, are particularly burdensome for individuals who are transportation-disadvantaged, especially single mothers and low-income families.

Over the years, in response to these challenges, Federal, State and local governments created specialized programs to meet particular transportation needs.

At the Federal level alone, there are at least 63 separate programs, administered by eight Federal departments, and even more agencies, that provide special transportation services to people dependent on these services.

Most of these are human service programs that fund limited transportation services to provide eligible participants with access to particular services, such as health care.

In 2004, President Bush signed an Executive Order that has provided impetus to expand participation from 11 Federal departments.

Through United We Ride, the Federal Coordinating Council on Access and Mobility is working at many levels---through policy, through programs, and through technical assistance.

The Council is working on solutions and strategies for coordinating human service transportation across Federal, State, and local programs.

In a study conducted by the Transportation Research Board -it was estimated that just by improving the coordination of human service transportation programs and resources; we would generate a combined savings of more than \$700 million dollars per year.

The Council’s goal is to help communities simplify access so that anyone can call ONE NUMBER, regardless of where they are going, who is providing the service, and who is paying for the service.

The Council recognizes that there is much that can be done at the Federal level to clear the way and enhance coordination.

With so many new programs and ideas, this is a prime time to implement our commitment toward innovation and finding outside-the-box solutions to the challenges we face.

We cannot rely on the status quo. We have spent down the balance on the Highway Trust Fund. What we have been doing is obviously not sustainable.

Thinking outside the box begins with expanding our vision. We can no longer focus on just the FTA or see funding as solely dollar bills.

We must work together and start thinking inter-modally. We must focus on the customer.

What a great place to begin our fight toward integrating modes - we have two huge industries represented today... construction and transportation.

Transit cannot operate alone. To be sustainable we must couple transit-oriented development with actual transportation development.

This will ensure we are providing services to areas that need service.

Working together, however, means we as transit operators need to be focused on construction costs b/c the cost of steel, gas, and all the things that go into building these projects keep going up.

Not only do we need to partner with each other, but we need to delve further into the idea of public -private partnerships....Partnering with hospitals, for example, to make sure they are always on a public transportation route to ensure patients have direct access. . . And partnering with the March of Dimes paratransit system for pregnant mothers who are not living on a rail line.

It is time for America to work in tandem. Industries, such as transportation and construction, must continue to work together and think differently and creatively and how we deliver our services.

But--only if we start today, will we have the chance to build transportation systems and services that work for all of our citizens. It's time to roll up our sleeves and work together- so that the people March of Dimes serves here in New York and across the country can fully participate in our communities for many years.

Thank you.

2007 APTA Annual Meeting Speech - Charlotte, NC

10-08-07

Remarks: Administrator James S. Simpson

APTA Annual Conference
Charlotte, N.C.

Thank you Michael Townes for that kind introduction. I am pleased to be here with all of you... the leaders of the public transportation industry.

I am also proud to be here on behalf of President George W. Bush and U.S. Secretary of Transportation Mary Peters.

I would like to thank APTA, Charlotte Area Transit System (CATS), City of Charlotte, Mayor Patrick McCorry, Ron Tober

Business Not As Usual

I want to begin by sharing with you a brief story that sheds light, I think, on FTA's effort this past year to think outside the box about transit -- how we're tackling transit problems and working with communities to solve them as efficiently and economically as possible. Not long ago, John English, the general manager of Utah Transit, and some other folks from Utah, paid FTA a visit to describe their proposal for a New Starts grant. English and his staff expected an answer from us within six months or so. Instead, they got an answer in six hours. FTA and Utah have signed an historic Memorandum of Understanding covering UTA's plans to build 70 miles of light and commuter rail by 2015. This program of projects will cost \$2.85 billion, of which the FTA would provide \$585 million. By looking at this as a program, rather than as individual projects, we can save taxpayers upwards of \$1.4 billion. And the agreement allows the system to be built in seven years, not 30, as previously planned. Senator Bennett of Utah wrote to me in a letter that Utah Transit's experience "is a wonderful example of how FTA and local agencies can cooperate to solve transit, community development, and mobility issues."

Now, I tell you this because I think it signals a shift for FTA away from focusing just on public transportation facilities and services, to focusing on our customers like John English and the UTA staff. The lesson here: **"Don't think mode, think people."** That's become our motto.

And, it's a motto that's increasingly recognized by other notable transportation visionaries, like Gordon Bethune (former Continental CEO) and Robert Crandall (former American Airlines CEO). Both were quoted in a recent Wall Street Journal article as supporting the idea that improving and expanding passenger rail in the Northeast Corridor may be the best way to reduce aviation gridlock. I believe that such mode-neutral thinking

is central to a new paradigm in transportation. I believe that we must stop thinking in terms of mode--no more highways versus transit or bus versus rail. Instead, we MUST think in terms of people and focus on our customers.

My friend, Joe Giglio hit the nail on the head in his book "Driving Questions." He recognized that the main goal of every enterprise must be to create a customer. Our first task among transportation providers is to establish an awareness of the customer as the number one focus of all activities.

Now I want to talk about what we're doing at FTA, and why. Last year, I stood before you and told you about the talented and energized staff at FTA. I stated that I wanted to leave FTA in better shape than when I arrived, and that I would look for new and innovative ways to improve an already great organization. Our motto, 'Don't think mode, think people,' works not only for our customers, but for FTA itself.

To that end, we have made Continuous Improvement part of our culture at FTA and have boldly submitted an application for the Malcolm Baldrige National Quality Program. The application process included a comprehensive assessment utilizing proven business criteria, such as knowledge management, customer focus, and results, in measuring ourselves against "best-in-class" private sector companies. Based on our analysis, we are an organization dedicated to the mission of providing excellent service to our stakeholders.

But we know we can do better. You should have already seen improvements in little things, like how we answer the telephone, respond to inquiries, and set up meetings. We are also tackling bigger issues like the time it takes to get an FFGA, the complexity of the New Starts process, and new ways to deliver projects.

New Starts

As you may know, since my arrival, FTA has executed 7 Full Funding Grant Agreements (**all rail**) with a Federal share of over \$3.6 billion, and total project costs of approximately \$10 billion. Our most recent FFGA, the Norfolk Light Rail project was signed on October 1 and we expect to see the Northstar commuter rail project in Minneapolis submitted to Congress for review any day now. We've also initiated the Small Starts program, proposing four Small Starts projects in the '08 Budget and have jump-started two of them in using discretionary '07 New Starts funds. Next month, after 70 years of planning, we will sign the FFGA for Second Avenue Subway in New York—who says the New Starts Process is slow and bureaucratic?!

As far as the pipeline of projects is concerned, there are several that look particularly promising including the University extension of the Seattle

light rail line and the New Jersey Access to the Region's Core project. That's why for New Starts, we're working to streamline the process so that decisions are made more quickly and projects are delivered sooner.

Elephants in the Room - NPRM and BUS NOFA

Now I know we have a couple of elephants in the room. As Woodrow Wilson said, "If you want to make enemies, try to change something." Now, I don't believe we have made any enemies, but just in case.....

Two weeks ago, I testified before Congress about the recent NPRM on FTA's New Starts and Small Starts programs. While I know there are some controversial features in the NPRM, like how we treat economic development benefits and the concept of Very Small Starts, I believe that the NPRM supports the continuous improvement of the New Starts program.

One part of improving the process is to listen to our customers. That's why we have had extensive outreach on the NPRM we have just issued and held four outreach sessions (in Los Angeles, Denver, Chicago and D.C.) The final session is tomorrow afternoon, scheduled in coordination with this conference. I'd like to encourage you to attend and, more importantly, to comment to the docket. We need your input to make the New Starts process better. We expect that the Final Rule will be issued some time in 2008.

The other issue that I'm sure is controversial is the recent announcement of the allocation of FY 2007 Bus funds. I'm sure some of you share the sentiment expressed in an email I received from Ron Baumgart, from River Cities Transit in South Dakota, who said "I was certainly disappointed to read FTA's Announcements of Project Selections for FY 2007. It alarms me to see all \$438 million going to Urban Transit Projects, and not a single dollar to rural projects." I called Ron to talk to him and explain why we did what we did. I hope once I give you some of our reasoning you, like Ron, will come to see our point of view.

We believe that The Department's Congestion Initiative provides a unique opportunity to supply substantial amounts of funding to jump start innovative and comprehensive approaches to congestion reduction. These funds will be strategically invested in our nation's most congested areas. However, the impact of these investments will be felt across the country. Our commitment was to allocate the Federal contribution in a lump sum, not in bits and pieces over several years - an approach meant to get these projects off the drawing board and into action. This strategic investment approach will increase mobility, provide critical congestion relief and showcase new solutions to combat the congestion that is choking our nation's highways. I am pleased to say that the Department was able to select five extremely strong Urban Partners (Miami, Minneapolis/St. Paul,

New York City, San Francisco, and Seattle) who will be undertaking some fairly bold, comprehensive steps to address this issue.

Transit plays a central role in each of the Urban Partnership programs. In fact, transit ridership is expected to grow as congestion pricing provides incentives for transportation system users to seek alternative travel options. In addition, these arrangements also can provide for significant new ongoing streams of revenue to support transit, well in excess of the amounts being invested.

Challenges/Mega-Trends

Living the motto “**Don’t Think Mode, Think People**” means recognizing and acknowledging the challenges transit agencies face today and those that lie ahead. We believe there are three megatrends on which we should focus: 1) congestion, 2) energy and the environment, and 3) human service transportation needs. Let me describe each of these challenges, and how I believe we should respond.

The first megatrend is **Congestion**. The Texas Transportation Institute’s recent report on congestion found that urban surface transportation congestion cost over \$78 billion in 2005, and without transit’s congestion management services, the lost productivity would be \$10 billion greater. This benefit alone can justify our transit investments.

Our second megatrend is **energy independence and improving the environment**—and our congestion initiative will also go a long way toward addressing this. It is no secret that our nation has serious concerns about the amount of energy that we consume and the amount of foreign oil that we import to meet our needs. A strong energy independence policy, like the one the President outlined in his “20 in 10” plan, which challenges Federal agencies to institute policies to reduce our dependence on foreign oil by 20 percent over the next ten years, will also have a significant environmental impact. As Secretary Condoleezza Rice recently said: “...climate change is a real problem -- and human beings are contributing to it. The best science tells us exactly this. Now, it is our responsibility as global leaders to forge a new international consensus on how to address climate change.”

Transit serves our national interests in this regard. Transit systems have the ability to move people with greater efficiency, and transit can play a leading role in reducing our dependence on foreign oil, and on reducing greenhouse gas emissions and other pollutants.

By incorporating the latest designs in vehicles that make use alternative fuels, such as biodiesel, Fuel Cell, or hybrid, transit’s share of energy consumption can be further reduced.

For rail systems, hydroelectric and wind energy can be used to power transit vehicles with zero emissions from fossil fuels. And it doesn't stop with just the vehicles, but can include transit stations and buildings as well. New building technologies to save energy, coupled with environmental technologies, can be incorporated into the design and operation of high performance and environmentally green buildings. And transit supportive land use is becoming increasingly important as a way of reducing environmental damage.

Being energy efficient and environmentally proactive, however, means nothing if the people who need transit most don't have access to transit. And this brings us again to our theme of focusing on people, not modes. The **third megatrend** I see is the growing **need of people who depend on transit**. More and more Americans with disabilities are entering the workforce, approximately 37 million people live below the poverty line, and older Americans - Baby Boomers - are the new market for transportation. We must ensure that these groups, who often need transit options the most, have the chance to stay active and engaged in the community through real transit options.

We've laid a great foundation for mobility, through our services and the implementation of the Americans with Disabilities Act, but we still have work to do. We can't talk about bus and paratransit service without talking about coordination of service. Coordination and mobility go hand in hand, particularly in rural and smaller urbanized areas. Through **United We Ride**, we are working to meet this challenge. In addition, we are working with APTA on a Mobility Managers Initiative to provide you with additional tools to meet this challenge.

There are some formidable challenges to be faced along with these megatrends. **For example**, once we've taken those cars off of the road through measures like road pricing, how will your system handle a five, 10 or 15 percent increase in ridership? In the short term you may be able to add service or redeploy your existing assets. In the long run, though, we will need more fixed guideway service—light rail or fixed guideway bus service, which will require new investment.

Another challenge: SAFETEA-LU provided record levels of Federal assistance for surface transportation, but it did so by spending down the balances in the Highway Trust Fund. The Highway Account is likely to go negative sometime in FY 2009, with a cash shortfall of nearly \$4 billion. While the Transit Account will still have a positive balance in FY 2009, it too will go negative, most likely in FY 2011, at present rates of spending. Clearly, the current structure IS NOT SUSTAINABLE.

In facing these challenges, the Federal Transit Administration refuses to accept a lack of accessible transportation options, traffic congestion, excessive energy consumption, and pollution as facts of life.

Mega-Solutions

So, we've identified some of today's transit challenges. And we're proud of the solutions and programs we've come up with so far to combat these challenges.

But these aren't everyday problems! These are megatrends, and for megatrends we need mega-solutions! We must make sure that every decision we make is consistent with our motto: **"Don't Think Mode, Think People."**

Some have suggested that raising the gas tax will address the spend-down problem. But it won't! Raising the gas tax does not address a fundamental flaw in our transportation policy: we fail to look closely at where we are spending these gas tax resources. Special projects—earmarks—for the most part, don't take into account national needs. Without addressing this fundamental issue, adding more money to the gas tax pot simply makes more money available for those special projects. And, it will not address the need to develop mechanisms to efficiently manage existing capacity and expand capacity in locations where the benefits are greatest.

Recognizing that a fundamental rethinking of the program was needed, Congress, in SAFETEA-LU, established two commissions to address the upcoming shortfall in transportation funding.

One of the key issues that these commissions must address is "What is the proper Federal role in surface transportation?" An answer to this fundamental question will help inform the policy recommendations made by the commissions. And, I would challenge all of you to consider how you would answer that question as you develop your positions on the future of Federal programs.

There are a number of possible answers to such a question. On one hand are those who might say that the Federal role should be limited to enhancing interstate commerce. This school of thought would limit Federal funding only to Interstate highways and corridors and perhaps ports and border crossings. In this model, State and local governments would be responsible for the remainder to the highway and transit network.

On the other hand, some will cite the importance of vital and efficient urban areas to a strong national economy. In this model, Federal funding would be provided to improvements in urban highway and transit networks which minimize urban congestion.

Yet another answer would stress reduction in the environmental footprint of transportation by focusing on improved efficiency to reduce emissions and use of fossil fuels.

Others would stress personal mobility, especially for those with lower incomes, age, or disabilities that would otherwise inhibit accessibility.

No matter how you answer the question, constrained resources require us to make new or different choices among them. Fortunately, FTA is ready, willing, and able to make these decisions. There are many fresh approaches and opportunities for new funding if we branch out and look beyond the usual resources.

Conclusion: Unite by Thinking People, Not Mode

In conclusion, as I said before, the focal point of our business can no longer be mass transit versus highways or rural versus urban. It is disturbing that this thinking is still alive and well. For example, following on the heels of the tragic I-35W Bridge collapse in Minneapolis, a Wall Street Journal editorial bemoaned SAFETEA-LU saying that the bill **“diverted billions of dollars of gas tax money away from urgent road and bridge projects toward...inefficient urban transit systems.”** Even a front page story in the New York Times echoed the same sentiments, almost word for word. But where will that rhetoric get us? That sort of thinking is counter-productive and does little to solve problems.

AASHTO in their recent report “Transportation: Invest in Our Future,” thinks otherwise, calling for a doubling of transit ridership by 2030, together with significant investment in highways and bridges.

The solution is NOT to divide, but to UNITE. To paraphrase Tom Donohue, President of the U.S. Chamber of Commerce, we must put an end to intermodal squabbles. He calls on us to rally and unite around an urgent and compelling mission—to rebuild America.

So why do we want to rebuild America? Because we believe that a seamless transportation network will focus on moving people. People like MY grandmother who was unable to drive and had no way to get into town. People like the single parent who cannot afford an automobile but needs to get to work to pay their bills, or people like the driver stuck in traffic trying to pick up their child at day care. Our programs, our issues, our goals, should be built around helping the American people. As leaders in the transportation industry, we must be up to this challenge. Working together, **not Thinking Mode but Thinking People**, I believe we can move America forward so that all Americans have the mobility they deserve.

Thank You.

